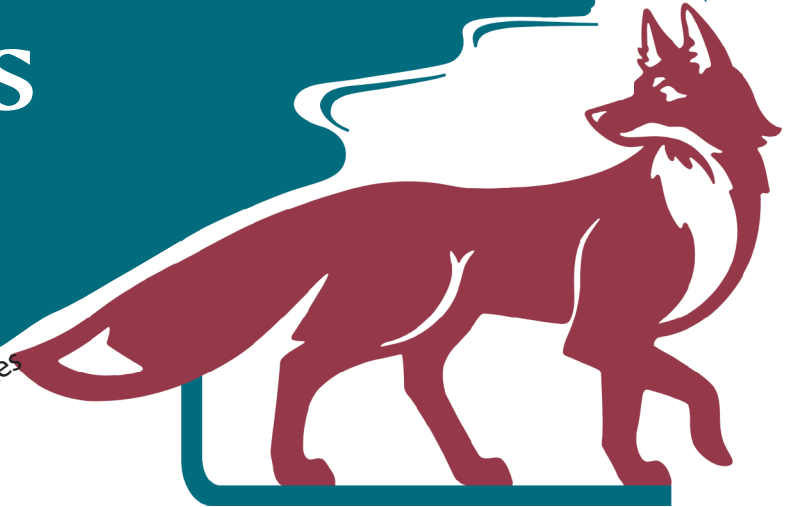# City of
St. Charles
Illinois

The greatest thing in this world is not so much where we are, but in which direction we are moving. - Oliver W. Holmes

2005/06
Business Plan

Table of Contents

## Individual Department Missions and Objectives

Appendix

The very essence of leadership is that you have to have a vision.
You can't blow an uncertain trumpet.

- Theodore Hesburgh
Priest, Educator, President Emeritus
of the University of Notre Dame

The business plan is a formalized approach to bridge the gap between today's reality (determined by measuring performance) and our vision of the future. The business plan identifies the relationship of the components that we use to build our future. The first component is our *vision,* and it establishes our destination. Various *information sources* determine the current reality, which is the beginning point that determines the distance between current reality and our vision. To close the gap between the vision and information sources, a formal process is used; however, depending on the individuals involved, the outcome will vary somewhat, which is why these steps are characterized as *structured meandering*. The *mission statement* and *core values* provide the foundation upon which we will work. *Citywide goals* provide broad guidance of what we hope to accomplish, and *departmental objectives* are the incremental steps necessary to achieve the goals. *Performance targets* indicate the adequacy with which we accomplish our objectives and the reality of where we are. *Strategies* further delineate how a department will achieve an objective. *Action plans* are not included in this document, although each department prepares action steps for every strategy. They detail the steps, responsibility and timing of strategies. Finally, the City's budget plan identifies and allocates the *resources* necessary to energize our business plan.
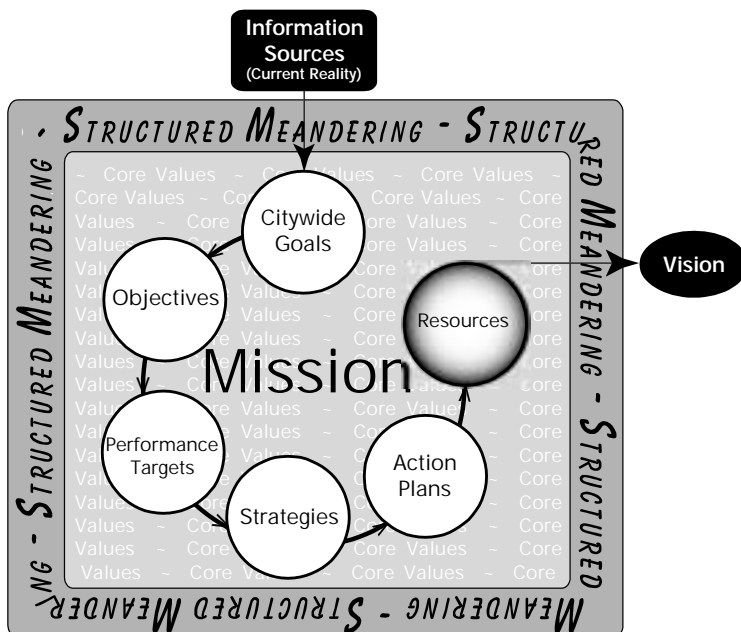
We need to be able to trust that something as simple as a clear core of values and vision, kept in motion through continuous

Performance measures create the current reality. *dialogue, can lead to order.*

-Margaret Wheatley, Author of Leadership and the New Science

Guiding Principle

Creating a sense of community is the guiding principle that will enable St. Charles to accomplish its mission and vision. A community is created through symbols, experiences and involvement. Unique architecture, neighbors and families sharing common experiences (including public space for reflection and interaction), providing and taking time to voice concerns before the City Council or participating in a focus group all create a sense of community. The City's role is to encourage an environment where symbols are created, opportunities for lasting experiences are readily available and involvement is encouraged.

The beautiful setting, convenient location, and abundant natural resources provided by the Fox River and its surroundings allowed the city of St. Charles to evolve from a small river settlement in 1833 to the proud community it is today. St. Charles has become a dynamic, prosperous city with a strong economic base and quality schools, parks and services. St. Charles' attractiveness and location create pressures for growth in housing, retail, and employment as more people seek to become part of the community. This growth challenges us to create new ways to preserve our character, manage direct impacts such as increased traffic, and maintain quality services.

We will preserve our *unique character* as a dynamic, prosperous city, *maintaining the small town charm*, the *natural beauty of the Fox Valley*, and the quality schools, parks and services that make St. Charles distinct. *Our historic downtown* is the heart of the community, and keeping it healthy and vibrant is essential. Building on our heritage, we will *balance nature and development*, ensuring St. Charles remains a *safe and desirable place to live and work* for generations to come. We aspire to be a community where all modes of *transportation can provide safe and efficient access* to our amenities. To create this future we will *foster community participation* while *embracing the diversity* that comes with change.

. . . preserving the unique character found in our historic downtown area and neighborhoods.

. . . plentiful parks and natural areas with the Fox River as a focus.

. . . balanced development that occurs at a moderate pace and harmonizes with our small town character.

. . . a safer, more efficient transportation system that serves pedestrians, bicyclists, and motorists alike.

. . . an enhanced quality of life with an optimal balance of goods, services and activities available to residents.

Our Past

The vision describes our destination. It is a picture of the physical

Our Future

and social characteristics that the community believes are most important. We used 20 citizen

Our Vision Encompasses . . .

focus groups to assist with the development of our vision statement.

. . . a safe living and working environment.

. . . multiple opportunities for citizens to participate in shaping the community's future.

. . . recognizing and embracing diversity in our community.

Concepts for Implementing Our Vision

- Preserving the unique character found in our historic downtown area and neighborhoods:

  - Maintain, restore, and effectively use existing buildings and neighborhoods

  - Foster a healthy and vibrant downtown

  - Nurture and protect architecturally and historically significant properties

  - Preserve the quaint historic character of the downtown area

  - Provide a variety of shopping downtown with outdoor seating and places to relax

- Plentiful parks and natural areas with the Fox River as a focus:

  - Maintain and enhance the riverfront for public benefit

  - Provide parks and open space

- Balanced development that occurs at a moderate pace and harmonizes with our small town character:

  - Plan infrastructure improvements to keep pace with expected growth

  - Strong guidelines as part of the review process

  - Landscaping and parkway trees to soften the hard surfaces of buildings and paving

  - Stewardship of wooded areas, wetlands, and other natural resources

- A safer, more efficient transportation system that serves pedestrians, bicyclists, and motorists alike:

  - Another Fox River bridge to divert truck and through-traffic from Route 64

  - Enforcement focused on high traffic areas

  - Creative approaches to reward good driving habits

  - Bike paths to all areas of the community

  - Pedestrians have easy access to commerce and community activities

  - Public transportation links to reduce traffic and serve diverse users (workers, seniors, youth)

- An enhanced quality of life with an optimal balance of goods, services and activities available to residents:

  - High cooperation among business owners, Downtown St. Charles Partnership, Chamber of Commerce, St. Charles Convention & Visitors Bureau, the City, and other organizations

  - A focus on restaurants and entertainment in the downtown area

- A safe living and working environment:

  - Control substance abuse

  - Allocate adequate resources to provide a safe environment for residents, workers, and visitors

- Multiple opportunities for citizens to participate in shaping the community's future:

  - Actively provide forums for community participation in setting goals

- Communicate results and milestones to citizens

- Residents are well informed

- Recognizing and embracing diversity in our community:

    - Activities and services for needs and interests of residents of all ages

    - Reasonable balance in income levels

    - Foster diversity of housing types and prices

    - Cultural options that meet the interests of residents and attract visitors

    - People of all ages and backgrounds respect each others' viewpoints

Customer Surveys

Surveys are an integral part of our effort to assess the City's performance. The various surveys used by the City are described on pages 12 through 16.

Comparisons and Trends Report

Each year, the City reviews a group of trends that are important to understand in the planning stages. The report contains indicators that are grouped into six categories:

- Community Growth Trends - These indicators were developed to provide information about trends in the community that influence the financial performance of the City.
- Comparative Trends - This data compares the financial health of the City to comparable communities.
- Revenue Trends - These trends provide detailed analysis concerning the City's property and sales tax base.
- Expenditure Trends - Understanding the City's revenue trends only presents a portion of the City's financial picture. Expenditure trends are analyzed in conjunction with revenue in order to understand the relationship between revenue and expenditure.
- Balance Sheet Trends - Plotting the position of these funds over a period of years provides insight into how much wealth the City has accumulated.
- Debt Service Trends - These trends provide an overview of the City's debt picture by including charts that illustrate general obligation debt and overlapping debt from other jurisdictions.

Financial Policies vs. Actual

Prior to May 1 of each year, the City Council adopts a formal budget for the upcoming fiscal year and estimates revenues and expenditures for three subsequent years. Policy goals assist the City in deciding what to include in the budget. The policy goals are divided into four areas: general, operational, debt and budgetary.

Quantitative

The City relies on a variety of quantitative and qualitative methods to gather information about current conditions and perceptions. These information sources establish the current reality and provide a sense of the effort required to achieve the City's vision.

Qualitative

Comparison Performance Measurement

The City began comparison performance measurement by joining the International City Managers Association's Center for Performance Measurement last fiscal year and will annually compare its performance in various measures to communities of similar size.

Focus Groups

Community volunteers who have been trained by the City in facilitation skills lead small groups of citizens in discussions about topics of concern. Reports from these focus groups are presented to the City Council.

Business Calls

Each month, the Mayor, City Administrator and Economic Development Director meet with businesses from one geographic location in order to better understand their needs. It is also an opportunity for businesses to meet their neighbors and discuss topics of concern with the City and other organizations that provide services to the business community.

City Hall Housecalls

Citizens can request a housecall in which the Mayor, City Administrator, and Aldermen visit at their home for an evening. These visits allow neighbors to discuss issues of interest and concern with City leaders in an informal setting.

Tuesdays Over Easy

Each month, a group of randomly selected employees are invited to breakfast with the City Administrator. This provides an opportunity for employees to meet people from other departments and learn about other city services.

Listen and Learn

All supervisors who have more than one level of supervision meet periodically with every employee within their span of authority who does not report directly to them. This is intended to provide all supervisors with a better understanding of each employee's job.

Stewardship

Maintain our existing physical and social character while building on our past successes to create a better future.

Engagement

Involve more people in the governing process to encourage a stronger sense of community, and gain input from different perspectives in order to make more informed decisions.

Collaboration

Work in partnership with individuals and organizations to provide solutions and effectively implement strategies for improvement.

. . . in order to . . .

- ➢ Maintain a high quality of life.
- ➢ Preserve our physical and social character.
- ➢ Instill a strong sense of community.
- ➢ Involve people in the governing process.
- ➢ Work together to create effective solutions.
- ➢ Provide for a safe and secure community.
- ➢ Shape the future from our heritage.

While a vision describes where we are headed, the mission establishes our role in getting us to that destination. For example, our vision has quality schools as a key component of the City's future; however, the primary responsibility for fulfilling that portion of the vision would rest with the school district. The mission statement was formulated by the City Council so that we clearly understand our role in fulfilling the vision.

Core Values

Personal Accountability

- Commit to self improvement.
- Recognize that a team is only as strong as each individual.
- Do what's right, even if it is unpopular.
- Conduct all matters ethically and honestly.
- Practice the attitudes and behaviors that the City values.

Team Oriented

- Value group diversity.
- Expand on the ideas presented.
- Look for merit in the ideas of others.
- Seek to understand, then be understood.
- Participate and encourage participation.

Outcome Driven

- Make decisions based on fact.
- Compare our outcomes to those of other oganizations.
- Encourage the use of best practices.
- Align outcomes with the City's mission, vision and core values.
- Consider process an important factor to achieving outcomes.

Customer Focused

- Treat customers with courtesy, respect and dignity at all times.
- Take personal responsibility for exceeding customer expectations.
- Seek a positive approach to problem solving.

Future Oriented

- Recognize that today's public policy decisions will determine tomorrow's community.
- Recognize the value of proactive planning as an important community resource.
- Identify trends, anticipate problems, and develop innovative and cost-effective solutions.

1. Engage citizens regarding the City's vision, mission, plans, programs and services.

2. Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

3. Develop strategies to enhance safety and efficiency of pedestrian, non-motorized and motorized transportation.

4. Only encourage development and redevelopment that significantly enhances the quality of life of residents of our community.

5. Create and maintain a culture that promotes the wellness and development of employees with their families.

6. Create a distinctive physical environment that reflects the pride of the community and supports a healthy environment.

Using the City vision as a guide, and staying within the parameters established by the City's mission and core values, citywide goals (strategic initiatives) provide broad guidelines toward achieving the vision. Citywide goals are initially developed by the City Council and the department directors. Besides the Vision Statement, the basis used to formulate citywide goals is input from surveys and community focus groups.

Objectives, Strategies, and Performance Targets

Dr. Peter Senge (author of *The Fifth Discipline, The Fifth Discipline Fieldbook, The Dance of Change*) describes a phenomena labeled *creative tension* as the effort necessary to link current reality to our vision. The tension is created as we begin to think about the various alternatives available to reaching our vision. Goals, objectives, strategies, performance targets and resources are the tools that are used to resolve this tension. Various information sources determine current reality. Following are more detailed descriptions of each of these elements of the business plan . . .

Objectives

Departments form objectives to improve an area where one of the information sources shows is underperforming. These objectives should align with Citywide goals.

Strategies

Strategies are even more specific than objectives. They provide more detail about how the objectives will be achieved. Each strategy is divided into action steps that specify the responsible person and time frame for completion. Action steps are not shown in this document.

Performance Targets

Performance targets are used to measure the success with which we meet our objectives. Whenever possible, performance targets should relate to the benefit provided the customer or an improvement in efficiency.

Many of the performance targets are based on information gathered from surveys. Each of the surveys that the City uses is described below.

Priorities Survey

Since 1996, the City has conducted a citywide survey of residents called the "Priorities" Survey. The services residents expect from their government, like police and fire protection, road maintenance, water and sewer service, are important for a healthy community but expensive to provide. Because there are many needs and a limited amount of money to meet those needs, the City asks residents to help set its priorities.

Each year, a random sample of residents is chosen from the utility billing database. Several questions ask those residents to rate how important it is that the City provides specific services, as well as how satisfied they are with the City's ability to provide them. These items can be rated on a scale of "1" to "5," with "1" being the best possible score a service can receive. Thus, on average, the closer a rating is to "1," the better it is. The numbers are equivalent to the following scale:

1 = Very Important/Very Satisfied   4 = Unimportant/Dissatisfied
2 = Important/Satisfied   5 = Very Unimportant/Dissatisfied
3 = Neutral

Business Retention

In 1998, the first Business Retention Survey was conducted. This survey is conducted every two years to identify and manage economic development issues and to assist the City in formulating pro-business policies. By understanding issues that are important to business owners and operators, St. Charles can maintain its reputation as a good place to do business.

A list of businesses within St. Charles is generated from the Economic Development Department sales tax database. This list includes manufacturing

Now the major question . . . is not whether to use participation, but how.

- Rosabeth Moss Kanter, Author and Professor at Harvard Business School

businesses, those operating in an office environment, and the variety of businesses in our smaller business parks and multi-tenant buildings. Respondents are asked to rate several city services by considering how important they are in determining business location and how satisfied they are with the City's ability to provide those services. These items are rated on a scale of "1" to "5," with "1" being the best possible score a service can receive. Thus, on average, the closer a rating is to "1," the better it is. The numbers are equivalent to the following scale:

1 = Very Important/Very Satisfied   4 = Unimportant/Dissatisfied
2 = Important/Satisfied   5 = Very Unimportant/Dissatisfied
3 = Neutral

Employee Survey

This survey has been conducted since 1998 as an effort to understand employee needs and concerns. The results are typically not released to the public to ensure confidentiality and anonymity. Measured in this survey are satisfaction and understanding of compensation, performance evaluations, communication within the organization, and so on. In 2000, it was decided that this survey would be administered every two years.

All full- and regular part-time employees are invited to complete the survey and score statements based on how strongly they agree or disagree. Each statement can be rated on a scale of "1" to "7," with "7" being the best possible score. Thus, the closer a rating is to "7" the better, unless the statement uses reversed scoring (all such statements are identified). The numbers are equivalent to the following scale:

7 = Strongly Agree   3 = Slightly Disagree
6 = Agree   2 = Disagree
5 = Slightly Agree   1 = Strongly Disagree
4 = Neutral

Internal Customer Survey

When performance targets for the Fleet and Buildings & Grounds divisions, Finance, Information Systems and Human Resources Departments were being developed, it was clear that there were no existing tools to gauge internal customer (employee) satisfaction with the services they received from these departments. This bi-annual survey differs from the Employee Survey in that it focuses on customer service, whereas the Employee Survey focuses more on organizational climate.

All full- and regular part-time employees are asked to rate certain qualities of service. For example, Purchasing is rated on how "timely," "cooperative" and "courteous" their service is. Each service can be rated on a scale of "1" to "5," with "5" being the best possible score a service can receive. Thus, on average, the closer a rating is to "5," the better it is. The numbers are equivalent to the following scale:

5 = Excellent	3 = Fair	1 = Very Poor
4 = Good	2 = Poor	

Police Incident Follow-up Survey

In an effort to provide the finest police service to the residents of St. Charles, the Police Department implemented an incident follow-up survey. Measures in this survey include the type of incident reported, level of satisfaction with the department interaction, and some demographic information. Annual results from the survey will be used to establish training and service criteria.

To conduct the survey, every tenth person that has had direct contact with the Police Department receives a survey. Respondents are asked to rate the interaction they had with the department and provide any suggestions that could improve the services they received. Each statement can be rated on a scale of "1" to "5," with "5" being the best possible score. Thus, on average,

the closer the rating is to "5," the better it is. The numbers are equivalent to the following scale:

| 5 = Excellent | 3 = Fair | 1 = Very Poor |
| 4 = Good | 2 = Poor | |

Emergency Medical Services (EMS) and Fire Quality Assurance Cards

Follow-up comment cards are sent to every EMS customer and every tenth fire call customer. Respondents are asked to rate satisfaction with service, etc. The rating scale is the same as for the Police Department.

Our mission is to provide leadership and support to citizens, city departments, the Mayor and City Council by assessing their needs, providing direction, coordinating activities, and articulating and channeling information in a manner that is customer friendly and will most effectively provide guidance for decision-making.

Improve efficiency of office operations through greater utilization of web site and network. (FY 2005/06)

Relates to the following citywide goal/s
- ❏ Engage citizens regarding the City's vision, mission, plans, programs and service.
- ❏ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies
- ❏ Make the web site ADA compliant.
- ❏ Provide interactivity for utility billing and collections and building permits.
- ❏ Finish all departmental web sites.
- ❏ Develop web site training class to assist employees with ways they can access information quickly via the web site.
- ❏ Implement automated customer service request application.
- ❏ Develop a central reference guide that provides the location of electronically stored informaton.
- ❏ Switch to paperless agenda packets.

Performance targets
- ❏ Add a question under "Freedom to Work/Quality of Work Environment" on the Employee Input Survey that states: "The City provides me with sources to access the information I need to effectively perform my job." The rating should be 4.00 or better.
- ❏ Add a question to the Priorities Survey under the importance and satisfaction section with regard to the Resident Guide, City web site, community web site and newsletter. Eliminate the general question about "Making it easier to get information about city services." The

Mission

He who stops being

better stops being

Objective 1   *good.*

- Oliver Cromwell,

Lord Protector of

England, 1653-1658

community and City web site questions should show a satisfaction rating of 1.90.
❑ Increase the percentage of respondents to the Priorities Survey question, "Have you visited the City web site or community web site within the last 6 months?" from 12% for City to 20%, and from 6.4% for community to 10%.

Objective 2

Provide new avenues to better understand employee concerns and suggested improvements. (FY 2005/06)

Relates to the following citywide goal/s
❑ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.
❑ Create and maintain a culture that promotes the wellness and development of employees with their families.

Strategies
❑ Review Listen and Learn process with department directors.
❑ Implement a responsive and efficient employee suggestion system.

Performance targets
❑ Improve rating on question from Employee Survey, "In my department, there is good communication between management and employees," from an average rating of 4.31 to 4.75 (Actual 4.64 High)
❑ Improve rating on question from Employee Survey, "My department's management is interested in my suggestions for making the City more effective, even if they are contrary to existing policies and opinions," from a rating of 4.35 to 4.75. (Actual 4.52 High)

Objective 3

Prepare for changes of key personnel. (FY 2005/06)

Relates to the following citywide goal/s
❑ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies
❑ Determine key areas where procedures are not developed and document procedures for those areas.

- ❑ Document the philosophy of key management approaches (e.g., citizen and employee involvement programs and budget philosophy).
- ❑ Examine workloads of employees in the City Administrator's Office to determine appropriate delegation and staffing.
- ❑ Prepare orientation manual for staff and council by September 1, 2005.

Performance targets
- ❑ Provide the new administrator with a written procedure describing issues, a manual for the City Administrator's Office, and memo of concerns by September 15, 2005.

Make more effective use of external communications methods (e.g., City newsletter, etc.). (FY 2006/07)

Objective 4

Relates to the following citywide goal/s
- ❑ Engage citizens regarding the City's vision, mission, plans, programs and service.
- ❑ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies
- ❑ Redesign the city newsletter.
- ❑ Utilize the public access cable channel more often to post notices and information.
- ❑ Define types of external communication that will meet the City's needs.
- ❑ Retain an expert to evaluate the City's communications methods.

Performance targets
- ❑ Add a question to the Priorities Survey under the importance and satisfaction section with regard to the Resident Guide, Web Site and Newsletter. Eliminate the general question about "Making it easier to get information about city services." The newsletter question should show a satisfaction rating of 2.00.
- ❑ Improve the rating on the Priorities survey question, "How would you describe the city of St. Charles as a place to live?" to 1.5 or lower.
- ❑ Improve the rating on the Priorities Survey question, "Overall, how would you rate the value you receive for your city tax dollar?" to 2.00 or lower.

Objective 5

Utilize assessment tools and technology to improve organizational efficiency and effectiveness strategies. (FY 2005/06)

Relates to the following citywide goal/s
- ❑ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies
- ❑ Develop strategies to address the suggestions for improvement in the Lincoln Award Assessment feedback report.

Performance targets
- ❑ Receive at least a Silver award from the Lincoln Foundation.

Objective 6

Use International City/County Management Association (ICMA) performance measurement data to improve operations. (FY 2006/07)

Relates to the following citywide goal/s
- ❑ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies
- ❑ Each cost center will evaluate ICMA data (where available) that is below the median of comparable communities and assess one measure to determine if significant improvements can be made.
- ❑ Each department director will provide an analysis to the City Administrator.

Performance targets
- ❑ Increase 50% of analyzed ICMA performance measures that are below median, to above the median.

We will collaborate with our customers to implement and support technology services that meet or exceed their expectations.

Reduce City's volume of hard copy storage by increased use of technology. (FY 2006/07)

Relates to the following citywide goal/s
- ❑ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies
- ❑ Explore ways to increase the number of documents scanned.
- ❑ Work with user departments to encourage the destruction of paper documents where appropriate.
- ❑ Implement additional workflow systems.
- ❑ Reduce paper documents generated within the City by processing internal forms electronically.
- ❑ Reduce the number of paper reports generated within the City.
- ❑ Establish formal records management policy for paper and electronic documents.

Performance targets
- ❑ 90% of Internal Customer Survey respondents give ratings of "Good" or "Excellent" on questions regarding satisfaction with the Records Management function.
- ❑ Number of boxes archived does not increase after FY 2004/05.

Technology has to support these goals— if not, it may even be counter productive.

- Dr. Joel J. Nobel, Co-founder, Emergency Care Research Institute

Provide access to the GIS (Geographic Information System) for all City computer users. (FY 2006/07)

Relates to the following citywide goal/s
- ❑ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.
- ❑ Develop strategies to enhance safety and efficiency of pedestrian, non-motorized and motorized transportation.

Strategies
- ❑ Develop and deploy internal ArcIMS web site.
- ❑ Enhance and expand GIS to include integration of existing City data as well as data developed specifically for GIS.
- ❑ Develop production standards and processes documentation to ensure data integrity.
- ❑ Install and implement a centralized data repository using ArcSDE.

Performance targets
- ❑ 80% of Internal Customer Survey respondents give ratings of "Good" or "Excellent" on questions regarding GIS.

Objective 3

Support Citywide technology initiatives. (FY 2007/08)

Relates to the following citywide goal/s
- ❑ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies
- ❑ Develop project management process for IS related projects.
- ❑ Prepare for anticipated changes in technology.
- ❑ Update legacy applications.

Performance targets
- ❑ 80% of Internal Customer Survey respondents give ratings of "Good" or "Excellent" on questions regarding project management.

Objective 4

Minimize disruption of Information Systems services in the event of a disaster. (FY 2006/07)

Relates to the following citywide goal/s
- ❑ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies
- ❑ Determine individual department requirements for resumption and recovery.
- ❑ Develop a formal disaster recovery plan.

Performance targets
- ❑ Complete plan by January 31, 2007.

Stewardship of public safety, community character, and natural resources;

Engagement of our professional abilities to respond to community needs;

Collaboration with all stakeholders in charting a course for the future.

Improve the efficiency and effectiveness of development and construction related review, permitting, and inspection processes. (FY 2006/07)

Plans are nothing.

Planning is everything.

Relates to the following citywide goal/s
- ❑ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.
- ❑ Only encourage development and redevelopment that significantly enhances the quality of life of residents of our community.
- ❑ Create a distinctive physical environment that reflects the pride of the community and supports a healthy environment.

- Dwight D.

Eisenhower,

WWII Allied Supreme

Strategies
- ❑ Design and implement City View Phase II to include online customer access and payments, field data entry for inspections, and contractor licensing.
- ❑ Provide employee training on new systems and procedures.
- ❑ Provide information to customers that enables them to use the system effectively to meet their needs.
- ❑ Incorporate GIS maps and aerials in staff reports for development applications.

Commander and 34th

President of the United

Performance targets
- ❑ 20% or more of permit applicants have accessed permit or inspection information online at least once within the first year of implementation.
- ❑ 80% of those who have used the online system say it is a convenient way to get accurate, up-to-date information about their permits and inspections (based on a survey of users).

States

Objective 2

Improve the effectiveness of the St. Charles Zoning Ordinance for all users.   (FY 2005/06)

Relates to the following citywide goal/s
- ❑ Engage citizens regarding the City's vision, mission, plans, programs and service.
- ❑ Only encourage development and redevelopment that significantly enhances the quality of life of residents of our community.
- ❑ Create a distinctive physical environment that reflects the pride of the community and supports a healthy environment.

Strategies
- ❑ Conduct public forums, public hearing, and adoption processes.
- ❑ Develop internal procedures to administer new ordinance provisions.
- ❑ Provide training for staff and officials regarding provisions of new ordinance.
- ❑ Conduct a "one year checkup" to address issues generated by the new ordinance.

Performance targets
- ❑ Eliminate nonconforming freestanding signs within 3 years (example: 26 of 47 freestanding signs on Main Street between 7th Ave. and Dunham Road are nonconforming)
- ❑ Reduce the number of minor "nuisance" map changes and text amendments per year by 75% (from 15 to 4).
- ❑ Increase rating of "Managing development to maintain community values" in Priorities Survey from 2.74 to 2.65 within two years.

Objective 3

Complete the Illinois to Prairie section of the River Corridor Plan. (FY 2006/07)

Relates to the following citywide goal/s
- ❑ Create a distinctive physical environment that reflects the pride of the community and supports a healthy environment.
- ❑ Engage citizens regarding the City's vision, mission, plans, programs and service.
- ❑ Develop strategies to enhance safety and efficiency of pedestrian, non-motorized and motorized transportation.

Strategies
- ❑ Provide technical assistance to the River Corridor Committee.

Performance targets
- ❑ 100 citizens actively engaged in the design, funding, or construction of the project.
- ❑ Increase Priorities Survey rating for Downtown Riverfront appearance from 2.00 to 1.7.

Ensure the availablity of a variety of housing types and prices in the community. (FY 2005/06)

Relates to the following citywide goal/s
- ❑ Only encourage development and redevelopment that significantly enhances the quality of life of residents of our community.
- ❑ Engage citizens regarding the City's vision, mission, plans, programs and service.

Strategies
- ❑ Facilitate "Neighborhood Conservation" organizations in older neighborhoods.
- ❑ Complete a Housing Needs Assessment and a Housing Action Plan to determine housing needs and identify strategies to address those needs.
- ❑ Monitor continuing compliance with state law regarding affordable housing.

Performance targets
- ❑ Maintain compliance with IHDA affordable housing standards of 10% of rental and owner occupied units.
- ❑ Increase Priorities Survey rating of "promoting affordable housing" importance from 2.45 to 2.35, and satisfaction from 3.15 to 3.0.

Mission

To create a business-friendly environment so that existing businesses will choose to remain and new businesses will locate to St. Charles, thereby creating a variety of goods and services for residents and businesses and ensuring the City maintains a balanced tax base that creates sufficient revenue to provide for City services.

Objective 1

Advance the City's Tax Increment Finance District program to facilitate redevelopment of major vacant properties whose condition may be impairing development. (FY 2006/07)

Relates to the following citywide goal/s
- ❑ Engage citizens regarding the City's vision, mission, plans, programs and service.
- ❑ Develop strategies to enhance safety and efficiency of pedestrian, non-motorized and motorized transportation.
- ❑ Only encourage development and redevelopment that significantly enhances the quality of life of residents of our community.
- ❑ Create a distinctive physical environment that reflects the pride of the community and supports a healthy environment.

Strategies
- ❑ Oversee the First Street Corridor initiative.
- ❑ Identify appropriate development opportunities for the land at the NWC of Randall Road and IL Route 64 and facilitate development, which will include transportation alternatives to the Randall/64 intersection.

Performance targets
- ❑ Improve Priorities Survey for 2005 citizen satisfaction rating for "Managing development to maintain community values" from 2.73 to 2.50.
- ❑ Improve Priorities Survey for 2005 citizen satisfaction rating for "Revitalizing of Downtown St. Charles" from 2.67 to 2.25.

Objective 2

Concentrate the City's Corridor Improvement Commission's (CIC) efforts to improve the appearance of strategic St. Charles roadways and entrance points. (FY 2006/07)

Relates to the following citywide goal/s
- ❑ Engage citizens regarding the City's vision, mission, plans, programs and service.
- ❑ Develop strategies to enhance safety and efficiency of pedestrian, non-motorized and motorized transportation.
- ❑ Only encourage development and redevelopment that significantly enhances the quality of life of residents of our community.
- ❑ Create a distinctive physical environment that reflects the pride of the community and supports a healthy environment.

Strategies
- ❑ Expand and modify the CIC and the Four Season Grant Program.
- ❑ Revise and amend grant application materials and landscaping design palette to encourage more participation by businesses and property owners.
- ❑ Implement Auto Dealership Landscaping Improvement Program.

Performance targets
- ❑ Improve Priorities Survey for 2005 citizen satisfaction rating for the following question: "How do you rate the aesthetics of Main Street within the city limits?" Increase average rating from 2.30 to 2.00.
- ❑ Improve Priorities Survey for 2005 citizen satisfaction rating for the following question: "How do you rate the aesthetics of Randall Road within the city limits?" Increase average rating from 2.65 to 2.35.
- ❑ Improve Priorities Survey for 2005 citizen satisfaction rating for the following question: "How do you rate the aesthetics of Downtown Riverfront within the city limits?" Increase average rating from 2.0 to 1.7.

Expand the use of technology to promote the City.

Objective 3

Relates to the following citywide goal/s
- ❑ Engage citizens regarding the City's vision, mission, plans, programs and service.
- ❑ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies
- ❑ Increase use of email communications to constituents.
- ❑ Enhance the online searchable databases.

❑ Increase resources available to the Economic Development Department with access to other City data, such as GIS and City View.
❑ Explore reliable external data sources to advance awareness of changes in the business community.

Performance targets
❑ Increase e-mail addresses in Employer's Database by 5% from 1,415 to 1,485.
❑ Initiate contact with ten businesses per month through Plain Vanilla Shell web site for those seeking to relocate to Illinois.
❑ Utilize Internet yellow pages such as Switchboard.com to identify targeted businesses within a 50-mile radius (bakery, shoe repair store); then visit at least four of those businesses per month for the purpose of expansion of their business in St. Charles.
❑ Increase our database and contacts by 100 per year through responses to Realty Showcase Needs and Wants e-mail distribution.

Develop cost-effective, efficient and proactive strategies to attract and retain the highest quality employees by providing competitive compensation and benefits, fostering career development and training, and creating a healthy work environment.

Maintain and improve a healthy and safe workplace environment. (FY 2006/07)

Relates to the following citywide goal/s
- ❑ Create and maintain a culture that promotes the wellness and development of employees with their families.

Strategies
- ❑ Performance Measurements to be established and monitored for programs and processes already in place.

Performance targets
- ❑ Decrease the number of workers' compensation claims by 20% (from 70 claims to 56).
- ❑ Decrease overall cost of workers' compensation claims by 10% (from $1,250,000 to $1,125,000).
- ❑ Meet performance measurements established by the Wellness Team.

Enhance customer service and decrease paperwork by providing online open enrollment to employees. (FY 2005/06)

Relates to the following citywide goal/s
- ❑ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies
- ❑ Research open enrollment software packages. (Complete)
- ❑ Select best option. (Complete)
- ❑ Provide training for new employees, and then full-time employees.
- ❑ Implement online enrollment for new hires, then all employees.

Mission

Your most precious

possession is the

Objective 1

people you have

working there, and

what they carry

around in their heads,

and their ability to

work together.

Objective 2

- Robert Reich, former

U. S. Secretary of

Labor

Performance targets
- ❏ Utilization rate for online enrollment will average 50% of full-time employees.

Objective 3

Provide competitive and cost-effective health insurance for full-time and retired employees. (FY 2005/06)

Relates to the following citywide goal/s
- ❏ Create and maintain a culture that promotes the wellness and development of employees with their families.

Strategies
- ❏ Establish a Health Insurance Team. (Complete)
- ❏ Review all health insurance options (e.g. consumer-driven health care plans, etc.).
- ❏ Collaborate with the Wellness Team.
- ❏ Send a Request for Proposal (RFP) to insurance companies.
- ❏ Update and modify plan design.
- ❏ Communicate the plan to full-time employees and retirees.
- ❏ Analyze and monitor expenses.

Performance targets
- ❏ Result from Employee Survey question, "The City's health insurance plan meets my needs" will show an increase from 4.98 to 5.2.

Objective 4

Collect and analyze data to ensure all employee benefits and programs are meeting and exceeding employee needs and expectations, as well as evaluate the cost-advantages of each benefit. (FY 2006/07)

Relates to the following citywide goal/s
- ❏ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies
- ❏ Establish a Benefits Team comprised of a cross-section of employees.
- ❏ Compile relevant data (employee survey, customer service surveys, comment cards, exit interview data, and division transfer data).
- ❏ Conduct employee focus groups to determine their needs and expectations for each major employee benefit and program offered and compile data.

❑ Determine cost of each benefit and program offered.
❑ Evaluate the cost and benefit.
❑ Determine any changes based on the evaluation.
❑ Implement appropriate changes.
❑ Communicate information to employees.

Performance targets
❑ Results from Employee Survey questions will show an increase from 5.29 to 5.40.

Establish a Career Development Program to include job enrichment, and succession planning. (FY 2006/07)

Objective 5

Relates to the following citywide goal/s
❑ Create and maintain a culture that promotes the wellness and development of employees with their families.

Strategies
❑ Define and develop components of a career development program.
❑ Determine what components are applicable for each position.
❑ Develop and implement a plan for each position.
❑ Evaluate and monitor progress as defined in the plan.
❑ Review and consider components of succession planning.

Performance targets
❑ Results from the Employee Survey questions, "I believe the City provides opportunities for advancement," will show an increase from 4.49 to 4.6; "The City shows a strong interest in my professional growth and development," will show an increase from 4.38 to 4.5; and "My department's management shows a great deal of respect for my skills and abilities," will show an increase from 5.16 to 5.3.

Mission

Provide exceptional customer service to residents, City departments and other governmental entities through:

➤ Providing timely information, billing and collections on utility accounts.

➤ Procuring materials at the best possible cost.

➤ Stocking needed items and maintaining acceptable inventory levels.

➤ Monitoring financial activity, maintaining procedural controls, and ensuring fiscal responsibility.

The highest use of capital is not to make more money, but to make money do more for the betterment of life.

- Henry Ford, Founder of the Ford Motor Company in 1903

Objective 1

Improve satisfaction level of internal and external customers with Finance Department functions. (FY 2006/07)

Relates to the following citywide goal/s

❑ Engage citizens regarding the City's vision, mission, plans, programs and service.

❑ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies

❑ Conduct accounts payable and purchasing training as part of orientation for new employees.

❑ Provide customers with easy access to the City's financial reports.

❑ Provide customers web site access to the City budget book.

❑ Provide enhancements to the budget entry system and reporting capabilities to meet the expectations of users.

❑ Provide enhancements to the ledger system to meet the expectations of users.

Performance targets

❑ Internal Customer Survey question rating service from the Accounting Division is at or above 4.0.

❑ Internal Customer Survey question rating service from the Inventory Control Division is at or above 4.0.

❑ Internal Customer Survey question rating service from the Purchasing Division is at or above 4.0.

Increase management's access to employee information. (FY 2006/07)

Objective 2

Relates to the following citywide goal/s
- ❑ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies
- ❑ Implementation of Lawson Payroll Self-Service.

Performance targets
- ❑ Survey managers to determine if the new system meets their needs. 75% of managers surveyed should indicate "very satisfied" with the new program.

Enhance employee access to and control of their own payroll information. (FY 2008/09)

Objective 3

Relates to the following citywide goal/s
- ❑ Provide customer-focused City services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies
- ❑ Implementation of Lawson Payroll Self-Service.

Performance targets
- ❑ Survey employees to determine if the new system meets their needs. 75% of staff should indicate "very satisfied" with the new program.

Full compliance with the financial reporting infrastructure implementation requirements. (FY 2007/08)

Objective 4

Relates to the following citywide goal/s
- ❑ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies
- ❑ Establish the best means of complying with the new reporting requirements.

Performance targets
- ❑ Implementation of GASB34 requirements for total infrastructure inventory by FY 2007/08.

Objective 5

Increase the efficiency and accuracy of capturing costs of city services in order to be accountable to citizens. (FY 2006/07)

Relates to the following citywide goal/s
- ❑ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies
- ❑ Develop new work order system for Electric Division.

Performance targets
- ❑ Reduce time to record and enter work order information by 75%.
- ❑ Survey managers and clerical staff to determine if new system provides much greater efficiencies than existing system. 75% of staff surveyed should indicate "very satisfied" with new programs.

Objective 6

Increase options for Utility Billing customers to access account information. (FY 2005/06)

Relates to the following citywide goal/s
- ❑ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies
- ❑ Create system for acceptance of payment on Internet.
- ❑ Create automatic notification via e-mail that the current utility bill is available online.

Performance targets
- ❑ Priorities Survey results reflect a satisfaction rating of 1.8 or less for Utility Billing services.

We protect and serve our community with respect and a commitment to excellence.

Increase citizen awareness and participation in the prevention, solution, and resolution of crime through pro-active relationships. (FY 2005/06)

Relates to the following citywide goal/s
- ❑ Create a distinctive physical environment that reflects the pride of the community and supports a health environment.
- ❑ Engage citizens regarding the City's vision, mission, plans, programs and service.
- ❑ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies
- ❑ Use a variety of available media to publicize crime prevention methods.
- ❑ Expand the community restitution program to provide greater assistance to the community.
- ❑ Establish a partnership with the Hispanic community.
- ❑ Expand crime prevention resources.

Performance targets
- ❑ From the Priorities Survey question, "Police services, responding to citizen calls," the average for this category will improve from 1.61 to 1.59.

Utilize available technology to improve the delivery of police services to the community. (FY 2005/06)

Relates to the following citywide goal/s
- ❑ Provide customer-focused City services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies
- ❑ Research alternative means of reporting.

Mission

The police are the public and the public are the police; the

Objective 1

police being only members of the public who are paid to give full time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.

Objective 2

- Sir Robert Peel, Founder of the modern police force

❑ Implement next phase of the mobile data computer for report writing.
❑ Identify available information from the new CAD system.
❑ Implement in-car digital recording.
❑ Implement additional radio frequencies.

Performance targets
❑ From the Priorities Survey question, "Policing of the community through patrols," the average for this category will improve from 2.23 to 2.20.

Objective 3

Utilize employee expertise to enhance police services. (FY 2005/06)

Relates to the following citywide goal/s
❑ Create and maintain a culture that promotes the wellness and development of employees with their families.
❑ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies
❑ Support a problem-oriented-policing philosophy in addressing community issues.
❑ Execute changes to the Field Training Officer program.
❑ Implement the probationary officer mentoring program.
❑ Promote internal sharing of specialized skills.
❑ Evaluate and enhance the career development program.
❑ Evaluate manpower levels to identify needed resources.

Performance targets
❑ Results from the Priorities Survey question, "Investigating and solving crimes," will improve from an average of 2.12 to 2.09.

Objective 4

**Increase traffic safety on public roads within the community.
(FY 2005/06)**

Relates to the following citywide goal/s
❑ Create a distinctive physical environment that reflects the pride of the community and supports a healthy environment.
❑ Develop strategies to enhance safety and efficiency of pedestrian, non-motorized and motorized transportation.
❑ Engage citizens regarding the City's vision, mission, plans, programs and service.

Strategies
- ❑ Redefine the role of the Traffic Unit.
- ❑ Identify the top three accident locations in order to reduce personal injury accidents at those locations.
- ❑ Develop an effective deployment of traffic enforcement targeting collector and through streets.
- ❑ Provide traffic safety education.

Performance targets
- ❑ Results from the Priorities Survey question, "Enforcing traffic and parking laws," will improve from an average rating of 2.16 to 2.10.

Mission

Stewardship - Exceed our existing high level of service by providing adequate staffing, training and equipping of firefighters at specific locations within the city to create a better future.

Engagement - Involve and empower all levels of the Fire Department personnel in the department's governing process. This will promote a strong sense of teamwork, while encouraging development of leadership skills.

Collaboration - Work in partnership with department members, all other City departments, and outside agencies to provide practical solutions for continuous improvement.

In order to . . .

➢ Exceed the high level of emergency services.
➢ Foster cooperation, not competition.
➢ Instill a strong sense of community.
➢ Work together to create effective solutions.
➢ Provide for a safe and secure community.
➢ Shape the future from our heritage.
➢ Actively seek the reduction of fire occurrences and injury through public safety education, fire prevention programs, and code enforcement.

Objective 1

Replace Fire Station #1 in order to provide efficient and effective response to emergencies and to provide a safe and healthy work environment. (FY 2006/07)

Relates to the following citywide goal/s

❑ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.
❑ Create and maintain a culture that promotes the wellness and development of employees with their families.

Strategies

❑ Initiate command staff review of current facility for operational deficiencies.

❑ Solicit department members for input in the design process.
❑ Present findings for comment and approval.

Performance targets
❑ Maintain citizens' satisfaction rating for responding to fires at 1.38 or better.
❑ Maintain a 4- to 6-minute response time in Station 1's district.
❑ Increase the rating of 5.21 to 5.50 or better on Employee Survey question, "The City provides me with the work space, equipment and tools necessary to perform at my best."

Objective 2

Implement a comprehensive management replacement program in order to ensure reliable and effective apparatus and equipment. (FY 2005/06)

Relates to the following citywide goal/s
❑ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.
❑ Create and maintain a culture that promotes the wellness and development of employees with their families.

Strategies
❑ Replace the 1996 utility brush truck with a state-of-the-art brush vehicle as part of the regular equipment replacement plan.
❑ Replace Engine 102 with a state-of-the-art fire engine apparatus as part of the regular equipment replacement plan.
❑ Maintain possession of current Engine 106 for use as the department's sole spare fire apparatus.

Performance targets
❑ Maintain the fleet at a 95% in-service capacity in order to maintain a rating of 5.21 or better on the Employee Survey question, "The City provides me with the workspace, equipment, and tools necessary to perform at my best."
❑ Maintain rating of 5.9 or better on the Employee Survey question, "Safety hazards are taken seriously and corrected or eliminated quickly in my department."
❑ Maintain or improve Priority Survey rating of 43% Very Satisfied for "Responding to fires."

Objective 3

Deliver high performance emergency medical services by the Fire Department in order to save more lives, reduce suffering, and expedite recovery from injury or illness. (FY 2005/06)

Relates to the following citywide goal/s
- ❑ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies
- ❑ Continue program to maintain and improve personnel certification levels in emergency medical services.
- ❑ Begin implementation and acquire needed equipment to upgrade Engine 102 to advanced life support status.
- ❑ Continue review of opportunities to improve on Fire Department provision of enhanced emergency medical services.

Performance targets
- ❑ Maintain a rating of 1.4 or better on the Priorities Survey in the area of providing emergency medical services.
- ❑ Maintain or improve the Priorities Survey rating of 43% Very Satisfied with "Providing Emergency Medical Services."
- ❑ Maintain or improve the satisfaction rating of 1.41 on the Priorities Survey question, "Provide emergency medical services."

Objective 4

Adopt the use of real-time personnel and asset tracking systems during emergency situations in conjunction with wireless data communications systems in order to provide comprehensive firefighter and resident safety. (FY 2005/06)

Relates to the following citywide goal/s
- ❑ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies
- ❑ Begin implementation and use of electronic pre-plan data collection system, which includes electronic structure diagrams and blueprints.
- ❑ Research, evaluate and identify a citywide Wi-Fi solution to provide data communications to firefighters and incident commanders.
- ❑ Implement a personnel and asset tracking system that utilizes the electronic pre-plan data and citywide Wi-Fi system.

Performance targets

❑ Reduce data entry time from a 3-month administrative data-entry lag time to 8 hours as a result of information being captured electronically at the time of the pre-plan.

❑ Decrease pre-plan query time from over 30 minutes to under a minute by having access to electronic pre-plan information in the field (replaces paper-based pre-plan binders located in each apparatus).

❑ Track asset and personnel to an accuracy level of 3-5 meters on the scene of an emergency when three antenna are used and less than 1 meter when 5 antenna are used by using a wireless mobile incident command program.

Public Works

Mission

Public Works is committed to ensuring that our customers receive quality services that are reliable, prompt and personalized at any hour of the day or night.

Objective 1

Maintain reliable electric service at the current level. (FY 2006/07)

Relates to the following citywide goal/s
- ❑ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Make service your first

priority, not success,

and success will

follow.

Strategies
- ❑ Improve system capacity by constructing a substation at the southeast side industrial park (Substation #9).
- ❑ Assess southeast side industrial park area for additional capacity ties for the Dunham Road Substation.
- ❑ Improve reliability of sub-transmission by upgrading capacity and installing new feeds where necessary.
- ❑ Construct a new feeder from Peck Road substation.
- ❑ Upgrade capacity between the substation located near City Hall and the substation located on DuKane Drive.
- ❑ Develop a west side capacity concept plan.
- ❑ Split feeder circuits at the substation located on DuKane Drive.
- ❑ Split feeder circuits at the substation located near City Hall.
- ❑ Plan for east side power delivery at 138 kV.
- ❑ Develop east to west 34.5 kV tie lines.
- ❑ Implement System Control and Data Acquisition (SCADA) system.

- Author Unknown

Performance targets
- ❑ Improve the electric System Average Interruption Duration Index (SAIDI) benchmark to 81.1 (2004 including Excelon was 69.5), and 33.0, both set in 2003 (2004 excluding Excelon was 18.2) for our level of service reliability trend.
- ❑ Improve the substation transformer capacity versus annual peak load benchmark ratio to 2.2 (2004 ratio was 2.54).
- ❑ Reduce the number of cable failures from the benchmark of 19, set in 1999, to 16 cable failures (failures in 2004 were 10.)

Objective 2

Provide competitively priced electric service. (FY 2006/07)

Relates to the following citywide goal/s
- ❑ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies
- ❑ Implement equitable rates which allow customers to reduce costs by increased efficiency.
- ❑ Investigate use of remote meter reading for large power accounts.
- ❑ Increase customer billing information.

Performance targets
- ❑ Maintain the satisfaction level with the level of electric service as a "Good" and "Excellent" value for your money on the Priorities Survey at more than 80% (rating in 2004 was 81.8%).
- ❑ Maintain a percentage variation between kilowatt-hours purchased versus sold at 3% or less (the 2004 percentage was 3.05%.

Objective 3

Support the downtown commercial district (as defined by Special Service Area) by providing adequate parking to meet merchant and customer needs. (FY 2006/07)

Relates to the following citywide goal/s
- ❑ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies
- ❑ Work with the Economic Development and Community Development Departments to manage parking needs and implementation for the 1st Street Corridor Redevelopment Project.
- ❑ Perform a comprehensive downtown parking assessment and benchmark the ratio of office/retail area (square feet) to the number of parking spaces in the 1st Street Corridor Redevelopment project.

Performance targets
- ❑ Maintain or increase the benchmark ratio of office/retail area to number of parking spaces in the Downtown District.
- ❑ Maintain the average satisfaction level for providing parking in the downtown area on the Priorities Survey at 2.60.

Objective 4

Maintain infrastructure reliability and provide a competitive value for the customers of the water supply utility. (FY 2009/10)

Relates to the following citywide goal/s
- ❑ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies
- ❑ Monitor the IL 64 schedules and plan for water main replacement from 7th Avenue to Dunham Road in conjunction with the IDOT project and from   IL 59 to Kautz.
- ❑ Design and construct Randall Road/IL 64 intersection water main in conjunction with Kane County Division of Transportation project.
- ❑ Construct a radium removal process at the Ohio Avenue well.
- ❑ Review and update applicable City Code sections.
- ❑ Investigate and evaluate advantages to obtaining potable water bacteriological certification for laboratory.

Performance targets
- ❑ Maintain the response in the Priorities Survey for an "Excellent" and "Good" rating for water service at 69%.
- ❑ Maintain the percentage of water pumped versus water sold at 10% or less (2004 percentage was 9.17%).

Objective 5

Maintain infrastructure reliability and provide a competitive value for the customers of the wastewater supply utility. (FY 2009/10)

Relates to the following citywide goal/s
- ❑ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies
- ❑ Investigate and reconstruct/repair sanitary sewers along IL 64 between 7th Avenue and Dunham Road in conjunction with the Illinois Department of Transportation project.
- ❑ Investigate and reconstruct/repair sanitary sewers along Randall Road/IL 64 intersection project in conjunction with the Kane County Division of Transportation project.
- ❑ Review and update applicable City Code sections.

Performance targets
❑ Maintain the response in the Priorities Survey for an "Excellent" and "Good" value for sanitary sewer service at 77%.
❑ Maintain the peak to average flows at the Main and Westside Wastewater Treatment Plants at 3.35 and 0.26 respectively (benchmark set in 2003).
❑ Improve permit compliance per million gallons of wastewater treated at the Main Wastewater Treatment Plant from 99.9999994% (benchmark set in 2003) to 100%.
❑ Maintain permit compliance per million gallons of wastewater treated at the Westside Wastewater Treatment Plant at 100%.
❑ Maintain the number of miles and percentage of sanitary sewer system inspected per year at 14 miles and 9%.

Objective 6

Improve traffic flow and circulation in the city contemplating future growth in and outside of the city's corporate limits. (FY 2006/07)

Relates to the following citywide goal/s
❑ Develop strategies to enhance safety and efficiency of pedestrian, non-motorized and motorized transportation.

Strategies
❑ Determine whether a collector street between Foxfield Drive and Smith Road is desired by the City Council.
❑ Initiate and complete a majority of Phase 1 Engineering for a Fox River Bridge crossing at Red Gate Road between IL 31 to IL 25 utilizing existing funding sources.

Performance targets
❑ Maintain the 2004 timeframe and number of stops in passing through the downtown on either the Illinois corridor (between 7th Avenue and 3rd Street) or Main Street corridor (between 7th Avenue and 7th Street) to the established benchmark.

Street	2003 Time/Stops	2004 Time/Stops
IL 64 a.m. east	3:16/2	3:09/1.76
IL 64 a.m. west	2:50/2	2:48/1.69
IL 64 p.m. east	2:59/2	3:05/1:65
IL 64 p.m. west	4:30/2	3:42/1.33
Illinois a.m. east	2:34/1	2:27/2.24
Illinois a.m. west	2:48/1	2:31/2.37
Illinois p.m. east	2:56/1	3:13/2.58
Illinois p.m. west	3:40/2	3:16/2.28

❑ Maintain satisfaction level on Priorities Survey for "Improving Traffic Circulation" for trips not requiring a crossing of the Fox River at the average score of 2.78.

❑ Maintain satisfaction level on Priorities Survey for "Improving City Streets and Intersections," at an average score of 2.44.

Objective 7

Maintain existing roadway infrastructure. (FY 2006/07)

Relates to the following citywide goal/s

❑ Develop strategies to enhance safety and efficiency of pedestrian, non-motorized and motorized transportation.

Strategies

❑ Create a more formalized street selection process for the annual street maintenance program.

❑ Continue with replacement of traffic signals with LED lamps.

Performance targets

❑ Maintain satisfaction level on Priorities Survey for "Maintaining Existing Streets and Sidewalks," at an average score of 2.23.

❑ Maintain satisfaction level of service on Priorities Survey for "Keeping Streets Clean of Dirt and Trash," at an average score of 1.82.

❑ Maintain satisfaction level of service on Priorities Survey for "Keeping the Streets Free of Snow and Ice," at an average score of 1.74.

❑ Maintain the cost for street sweeping per street mile and per capita at $23.50/mile and $4.80/capita.

❑ Maintain the cost for snow and ice control per capita and per inch of snowfall (all snow event accumulations) at $9.50 per capita and $10,700 per inch.

❑ Repair and reconstruct 8% of total municipally owned street miles (two-lane miles).

Objective 8

Enhance and expand pedestrian and bicycle movement throughout St. Charles and adjacent areas. (FY 2006/07)

Relates to the following citywide goal/s

❑ Develop strategies to enhance safety and efficiency of pedestrian, non-motorized and motorized transportation.

Strategies
- ❑ Install a bike pathway finder system.
- ❑ Construct a pedestrian stairway on the west side of IL 31 for the Fox River bike bridge.
- ❑ Explore "gaps" between St. Charles bike paths and other existing trail systems.

Performance targets
- ❑ Maintain satisfaction level on Priorities Survey for "Making Improvements for Pedestrians and Bicyclists," at an average score of 2.54.

Objective 9

Update the process we have in place to promote departmental safety. (FY 2005/06)

Relates to the following citywide goal/s
- ❑ Create and maintain a culture that promotes the wellness and development of employees with their families.

Strategies
- ❑ Formalize the mission, goals and objectives for the re-organized Safety Committee groups.
- ❑ Provide training for the Safety Committee members and supervisors on accident investigation and documentation.
- ❑ Evaluate effectiveness of accident investigation training based on the percent of "investigation" documents returned to the author due to incomplete, unclear or missing elements of the investigation.
- ❑ For the calendar year, maintain a log of accident characteristics, frequency and workers' compensation cost by division and compare to the history.
- ❑ Actively promote Wellness Team programs.

Performance targets
- ❑ Maintain a three-year average workers compensation cost per department full-time equivalent member at $4,315. (The 2004 costs were $2,183. This information was provided by CCMSI and includes adjustments through 12/31/04.)
- ❑ Maintain a three year average workers compensation cost per accident of $8,450. (The 2004 costs were $8,162. This information was provided by CCMSI and includes adjustments through 12/31/04.)

Objective 10

Create an environment of exceptional maintenance and security in the downtown special service area. (FY 2006/07)

Relates to the following citywide goal/s
- ❑ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies
- ❑ Develop procedures and practices to ensure all public areas are litter-free seven days of the week.
- ❑ Evaluate alternatives to providing a safe and clean environment for problem areas (e.g., security cameras, foot patrols).
- ❑ Evaluate alternatives for improving security and cleanliness of parking decks.
- ❑ Develop procedures that specify when to replace and repair street furniture so it is always well-maintained (e.g., replace street furniture that shows 10% fading, paint peeling, etc.).
- ❑ Develop procedures to ensure bridges, streetlights and public walkways are free of all debris (e.g., spiderwebs, goose pellets).
- ❑ Develop procedures to ensure landscaping and plants are well-maintained.

Performance targets
- ❑ Add a question to the Priorities Survey, "Overall, how would you rate the cleanliness of the downtown area?" The rating should be 2.00 or lower.
- ❑ Limit the average cost to maintain parking decks at $75 per parking space or lower.

Objective 11

Expanded/renovated Public Works facility to meet the needs of the community for the next 20 years. (FY 2006/07)

Relates to the following citywide goal/s
- ❑ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies
- ❑ Implement planning and construction project.

Performance targets
- ❑ Increase the rating of the question on the Employee Survey for the Public Works Department, "I have been provided with the workspace I need to perform at my best," from 4.75 to 5.25.

Construct an expanded Downtown City Hall facility (fire station and Century Station) to meet the needs of the community for the next 20 years. (FY 2006/07)

Relates to the following citywide goal/s
- ❑ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies
- ❑ Implement Century Station remodeling for move-in. (Complete)
- ❑ Implement Fire Station No. 1 land use and building plan preparation and construction.

Performance targets
- ❑ Increase the rating on the Employee Survey for the Fire Department on the question, "I have been provided with the workspace I need to perform at my best," from 4.67 to 5.00.

Construct 1st Street Redevelopment Project. (FY 2008/09)

Relates to the following citywide goal/s
- ❑ Create a distinctive physical environment that reflects the pride of the community and supports a healthy environment.
- ❑ Provide customer-focused city services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Strategies
- ❑ Complete tasks perparing for the management of public infrastructure construction initiation to service the 1st Street Redevelopment Project.

Performance targets
- ❑ Improve the satisfaction rating on the Priorities Survey question, "Providing (convenient) parking in downtown area," from 2.68 to 2.25.

❑ Improve the satisfaction rating on the Priorities Survey question, "Revitalizing downtown St. Charles," from 2.86 to 2.25.

❑ Improve the rating on the Priorities Survey question, "Overall, how would you rate the appearance of the following areas within the City limits--downtown riverfront," from 2.00 to 1.80.

Appendix

Page Number

Whoever wants to

reach a distant goal

must take many small

steps.

-Helmut Schmidt,

Author and Chancellor

of the Federal

Republic of Germany

from 1974 to 1982

If we could first know where we are, and whither we are tending,
we could better judge what to do and how to do it.

- Abraham Lincoln
16th President of the United States

	Prior	Target	Actual	Comments
Information Systems				No objectives to be completed by FY 04/05.
Community Development				

Enhance Building and Zoning customers' understanding of code requirements and staff understanding of customer needs.

	Prior	Target	Actual	Comments
Improve rating on Priorities Survey item, "Inspecting buildings and enforcing city code requirements," to 2.25.	2.39	2.25	2.38	
Economic Development				

Facilitate industrial and commercial development to meet the economic needs of St. Charles and maintain a balanced tax base.

	Prior	Target	Actual	Comments
Improve Priorities Survey satisfaction rating for "appropriate development on Randall Road and East Main Street" from an average 3.10 to 2.95.	3.10	2.95	2.93	
Improve Priorities Survey satisfaction rating for "managing development to maintain community values" from 2.73 to 2.50.	2.73	2.50	2.74	

In the long run, men hit only what they aim at.

- Henry David Thoreau, Philosopher and Author

	Prior	Target	Actual	Comments
Human Resources				
Research affordable health insurance options for retirees.				
Add question to the Employee Survey, "The Retiree Health Insurance program will be beneficial to me once I retire." Responses to the question on the Employee Survey should show an average rating of 5.30 (on a scale of 7.0)	n/a	n/a	n/a	Question was not added since only a small portion of the employees are currently included in the program.
Foster an environment where supervisors can perform at their best.				
Post-needs assessment survey with average rating of 6.0 (on scale of 7.0).	n/a	6.00	n/a	Not available until after May 1, 2005.
Training evaluations show an average rating of 2.7 (on scale of 3.0).	n/a	4.50	4.09	Scale changed to 5.0. Avg. of 4.5 will be difficult to attain because of variety of questions.
Finance				
Improve satisfaction level of internal and external customers with respect to Finance Department functions.				
Internal Customer Survey question rating service from the Accounts Payable area is at or above 4.0.	3.38	4.00	3.90	

	Prior	Target	Actual	Comments
Internal Customer Survey question rating service from the Inventory Control area is at or above 4.0.	3.76	4.00	3.85	
Internal Customer Survey question rating service from the Purchasing Division is at or above 4.0.	4.09	4.00	4.44	

Increase options for utility billing customers to access account information.

	Prior	Target	Actual	Comments
Priorities Survey results reflect a satisfaction of 1.8 or less for Utility Billing.	1.79	1.80	1.78	

Police

Improve the relationship between the St. Charles community and the Police Department.

	Prior	Target	Actual	Comments
From the Priorities Survey question, "Police services, responding to citizen calls," the average for this category will improve from 1.64 to 1.59.	1.64	1.59	1.61	
Increase participation of crime prevention programs by 10 percent from 3,300 to 3,600 participants.	3,300	3,600	3,920	

	Prior	Target	Actual	Comments

Focus on employee development to enhance police services.

	Prior	Target	Actual	Comments
Results from the Employee Survey question, "My supervisor provides me with the necessary information and direction to effectively accomplish my work," has an average rating of 4.9.	4.68	4.90	4.75	

Increase traffic safety on public roads within the community.

	Prior	Target	Actual	Comments
From the Priorities Survey question, "Enforcing traffic and parking laws," the average for this catergory will improve from 2.23 to 2.19.	2.23	2.19	2.16	
Increase the current traffic enforcement index, which measures enforcement of violations cited at crashes, from 14 to a minimum of 17.	14	17	15	

Encourage citizen awareness in the prevention and solution of crime.

	Prior	Target	Actual	Comments
From the Priorities Survey question, "Preventing vandalism to property within the city," the average rating for this category will improve from a 2.46 to 2.35.	2.46	2.35	2.30	

	Prior	Target	Actual	Comments
Fire				

Consistently staff the Fire Department at a level which will enable the department to deliver efficient, timely, and effective emergency services.

	Prior	Target	Actual	Comments
Reduce acting out of rank by $7,000.	$11,197	$12,000	n/a	Labor contract did not provide ability to make adj.
Increase available firefighters/ paramedics by 73% (from 8 to 14).	8	14	19	
Reduce officer overtime by $25,000.				
Improve rating on question from Employee Survey, "I believe the City provides opportunities for advancement," from an average of 4.12 to 5.00.	4.12	5.00	5.30	

Improve the effectiveness of the Fire Prevention Bureau with the creation, implementation and operation of comprehensive fire inspections and public education programs.

	Prior	Target	Actual	Comments
Complete new construction inspections within 3 days.	5	3	1	
Complete required plan reviews within 7 days, reduced from 14 (reduction of 50%).	14	7	1	
Complete development reviews in 7 days (reduced from 21 days).	21	7	7	
Reduce Fire Prevention Bureau overtime costs by 15%, from $23,392 to $19,884.	$23,392	$19,884	$9,563	

	Prior	Target	Actual	Comments
Improve Priorities Survey satisfaction rating on "Preventing fire through safety inspections" from 1.89 to 1.60.	1.89	1.60	1.81	

Provide the department with reliable and effective fire apparatus and equipment through a comprehensive management, maintenance, repair and replacement program.

	Prior	Target	Actual	Comments
Reduce overtime costs for maintenance by 20% from $31,125 to $24,000.	$31,125	$24,000	n/a	Based on strategy of hiring a mechanic, which was not approved.
Schedule 95% of repair or maintenance requests within 24 hours by November 1, 2004, an improvement from the current 33% due to mechanic's increased hours.	33%	95%	n/a	Based on strategy of hiring a mechanic, which was not approved.

Provide a formal mechanism for relocating the Fire Department forward by preparing and planning for the present and future needs of the Department.

	Prior	Target	Actual	Comments
Develop and present strategic plan for department by January 1, 2005.	n/a	1/1/2005	1/1/2005	
Issue new standard operating guidelines by August 1, 2004.	n/a	8/1/2004	8/1/2004	
Improve rating from Employee Survey question, "I understand my Department's mission and goals, "from 5.23 to 5.5.	5.76	5.50	6.50	

	Prior	Target	Actual	Comments
Improve rating from Employee Survey question, "I understand the rationale for my Department's management decisions," from 4.31 to 4.75.	4.11	4.75	4.41	

Public Works

Maintain existing roadway infrastructure.

	Prior	Target	Actual	Comments
Maintain satisfaction level on Priorities Survey for "maintaining existing streets and sidewalks" at an average score of 2.19.	2.19	2.19	2.23	
Maintain satisfaction level of service on Priorities Survey for "keeping streets clean of dirt and trash" at an average score of 1.96.	1.96	1.96	1.82	
Maintain satisfaction level of service on Priorities Survey for "keeping the streets free of snow and ice" at an average of 1.95.	1.95	1.95	1.74	
Target a benchmark for street sweeping maintenance based on the cost per street mile and cost per capita at $23.50/mile and $4.80 per capita.	$23.17 & $4.76	$23.5 & $4.80	$29.13 & $5.89	

	Prior	Target	Actual	Comments
Target a benchmark for street snow and ice control based on the cost per capita and cost per inch of snowfall (all snow event accumulations) at $9.50 per capita and $10,700 per snowfall.	$9.45 & $10,663	$9.50 & $10,700	$10.20 & $11,517	2003/04 winter had many incidents with minimum snow accumulation.

Implement a process for planning, planting and maintenance of City trees.

	Prior	Target	Actual	Comments
Create a Priorities Survey question relating to the importance and satisfaction with current parkway tree planting maintenance, and target a benchmark average rating of importance at 2.5.	n/a	2.50	2.07	
Create a Priorities Survey question relating to the importance and satisfaction with current parkway tree planting maintenance and target a benchmark average rating of satisfaction at 2.0.	n/a	2.00	2.28	

Update the process we have in place to promote department safety.

	Prior	Target	Actual	Comments
Decrease the average workers' compensation cost per department, full-time equivalent member, from $4,541 to $4,315.	$4,541	$4,315	$2,183	

	Prior	Target	Actual	Comments
Decrease the average workers' compensation cost per accident from $8,992 to $8,450.	$8,992	$8,451	$8,164	

City Goal #1: Create a distinctive physical environment that reflects the pride of the community and supports a healthy environment.

Objective	Target
Advance the City's Tax Increment Finance District program to facilitate redevelopment of major vacant properties whose condition may be impairing development.	Improve Priorities Survey for 2005 citizen satisfaction rating for "Managing development to maintain community values," from 2.73 to 2.50. Improve Priorities Survey for 2005 citizen satisfaction rating for "Revitalizing of Downtown St. Charles" from 2.67 to 2.25.
Complete the Illinois to Prairie section of the River Corridor Plan.	100 citizens actively engaged in the design, funding, or construction of the project. Increase Priorities Survey rating for "Downtown Riverfront appearance," from 2.0 to 1.7.
Concentrate the City's Corridor Improvement Commission's (CIC) efforts to improve the appearance of strategic St. Charles roadways and entrance points.	Improve Priorities Survey for 2005 citizen satisfaction rating for the following question: "How do you rate the aesthetics of Downtown Riverfront within the city limits?" Increase average rating from 2.0 to 1.7. Improve Priorities Survey for 2005 citizen satisfaction rating for the following question: "How do you rate the aesthetics of Main Street within the city limits?" Increase average rating from 2.30 to 2.00. Improve Priorities Survey for 2005 citizen satisfaction rating for the following question: "How do you rate the aesthetics of Randall Road within the city limits?" Increase average rating from 2.65 to 2.35.

Objective	**Target**
Construct 1st Street Redevelopment Project.	Improve the rating on Priorities Survey question, "Overall, how would you rate the appearance of the following areas within the city limits -- downtown riverfront," from 2.00 to 1.80.
	Improve the satisfaction rating on the following question from the Priorities Survey, "Revitalizing downtown St. Charles," from 2.86 to 2.25.
	Improve the satisfaction rating on the following Priorities Survey question: "Providing (convenient) parking in downtown area," from 2.68 to 2.25.
Improve the efficiency and effectiveness of development and construction-related review, permitting, and inspection processes.	80% of those who have used the online system say it is a convenient way to get accurate, up to date information about their permits and inspections (based on a survey of users).
	20% or more of permit applicants have accessed permit or inspection information online at least once within the first year of implementation.
Increase citizen awareness and participation in the prevention, solution, and resolution of crime through a pro-active relationship.	From the Priorities Survey question "Police services, responding to citizen calls," the average for this category will improve from 1.61 to 1.59.
Increase traffic safety on public roads within the community.	From the Priorities Survey question, "Enforcing traffic and parking laws," the average for this category will improve from 2.16 to 2.10.

Objective

Improve the effectiveness of the St. Charles Zoning Ordinance for all users.

Target

Eliminate nonconforming freestanding signs within 3 years (example: 26 of 47 freestanding signs on Main Street between 7th Ave. and Dunham Road are nonconforming).

Increase rating of "Managing development to maintain community values" in Priorities Survey from 2.74 to 2.65 within two years.

Reduce the number of minor "nuisance" map changes and text amendments per year by 75% (from 15 to 4).

City Goal #2: Create and maintain a culture that promotes the wellness and development of employees with their families.

Objective

Establish a Career Development Program to include job enrichment, and succession planning.

Target

The question from the Employee Survey, "I believe the City provides opportunities for advancement," will show an increase from 4.49 to 4.6.

Results from the Employee Survey question, "The City shows a strong interest in my professional growth and development," will show an increase from 4.38 to 4.5.

Results from the Employee Survey question, "My department's management shows a great deal of respect for my skills and abilities," will show an increase from 5.16 to 5.3.

Implement a comprehensive management replacement program in order to ensure reliable and effective apparatus and equipment.

Maintain the fleet at a 95% in-service capacity in order to maintain a rating of 5.21 or better on the Employee Survey question "The City provides me with the workspace, equipment, and tools necessary to perform at my best."

Objective	Target
Implement a comprehensive management replacement program in order to ensure reliable and effective apparatus and equipment.	Maintain Employee Survey rating of 5.9 or better for the question, "Safety hazards are taken seriously and corrected or eliminated quickly in my Department." Maintain or improve Priorities Survey rating of 43% Very Satisfied with "Responding to fires."
Maintain and improve a healthy and safe workplace environment.	Decrease the number of workers' compensation claims by 20% (from 70 to 56 claims). Decrease overall cost of workers' compensation claims by 10% (from $1,250,000 to $1,125,000). Meet performance measurements established by the Wellness Team.
Provide competitive and cost-effective health insurance for full-time and retired employees.	Result from Employee Survey question, "The City's health insurance plan meets my needs," will show an increase from 4.98 to 5.2.
Provide new avenues to better understand employee concerns and suggested improvements.	Improve rating on question from Employee Survey, "My department's management is interested in my suggestions for making the City more effective, even if they are contrary to existing policies and opinions," from a rating of 4.35 to 4.75. The actual is 4.52 High. Improve rating on question from Employee Survey, "In my department, there is good communication between management and employees," from an average rating of 4.31 to 4.75. The actual is 4.64 High.

Objective	**Target**
Replace Fire Station #1 in order to provide efficient and effective response to emergencies and to provide a safe and healthy work environment.	Increase the rating of 5.21 to 5.50 or better on Employee Survey question, "The City provides me with the work space, equipment, and tools necessary to perform at my best."

Maintain a 4 to 6 minute response time in Station #1's district.

Maintain citizen satisfaction rating for responding to fires at 1.38 or better. |
| Update the process we have in place to promote departmental safety. | Maintain a three-year average workers' compensation cost per accident of $8,450 (2004 costs was $8,162). (Information provided by CCMSI and includes adjustments through 12/31/04.)

Maintain a three-year average workers' compensation cost per department full-time equivalent member at $4,315 (2004 costs were $2,183). (Information provided by CCMSI and includes adjustments through 12/31/04.) |
| Utilize employee expertise to enhance police services. | From the Priorities Survey question, "Investigating and solving crimes," the average for this category will improve from 2.12 to 2.09. |

Objective	Target
Advance the City's Tax Increment Finance District program to facilitate redevelopment of major vacant properties whose condition may be impairing development.	Improve Priorities Survey for 2005 citizen satisfaction rating for "Managing development to maintain community values," from 2.73 to 2.50.

Improve Priorities Survey for 2005 citizen satisfaction rating for "Revitalizing of Downtown St. Charles," from 2.67 to 2.25. |
| Complete the Illinois to Prairie section of the River Corridor Plan. | Increase Priorities Survey rating for Downtown Riverfront appearance from 2.00 to 1.7.

100 citizens actively engaged in the design, funding, or construction of the project. |
| Concentrate the City's Corridor Improvement Commission's (CIC) efforts to improve the appearance of strategic St. Charles roadways and entrance points. | Improve Priorities Survey for 2005 citizen satisfaction rating for the following question: "How do you rate the aesthetics of Downtown Riverfront within the city limits?" Increase average rating from 2.0 to 1.7.

Improve Priorities Survey for 2005 citizen satisfaction rating for the following question: "How do you rate the aesthetics of Randall Road within the city limits?" Increase average rating from 2.65 to 2.35.

Improve Priorities Survey for 2005 citizen satisfaction rating for the following question: "How do you rate the aesthetics of Main Street within the city limits?" Increase average rating from 2.30 to 2.00. |
| Enhance and expand pedestrian and bicycle movement throughout St. Charles and adjacent areas. | Maintain satisfaction level on Priorities Survey for "Making improvements for pedestrians and bicyclists" at an average score of 2.54. |

City Goal #3: Develop strategies to enhance safety and efficiency of pedestrian, non-motorized and motorized transportation.

Objective	**Target**
Improve traffic flow and circulation in the city, contemplating future growth in and outside of the city's corporate limits.	Maintain the 2004 timeframe and number of stops in passing through the downtown on either the Illinois or Main Street Corridors between 7th Avenue and 3rd Street (Illinois Corridor) or 7th Avenue and 7th Street (Main Street Corridor) to the established benchmark.

	2003	**2004**
Street	**Min/Stops**	**Min/Stops**
IL 64 a.m. E	3:16/2	3:09/1.76
IL 64 a.m. W	2:50/2	2:48/1.69
IL 64 p.m. E	2:59/2	3:05/1.65
IL 64 p.m. W	4:30/2	3:42/1.33
IL St. a.m. E	2:34/1	2:27/2.24
IL St. a.m. W	2:48/1	2:31/2.37
IL St. p.m. E	2:56/1	3:13/2.58
IL St. p.m. W	3:40/2	3:16/2.28

Maintain satisfaction level on Priorities Survey for "improving traffic circulation" for trips not requiring a crossing of the Fox River at the average score of 2.78.

Maintain satisfaction level on Priorities Survey for "Improving city streets and intersections," at the average score of 2.44.

Objective	**Target**
Increase traffic safety on public roads within the community.	From the Priorities Survey question, "Enforcing traffic and parking laws," the average for this category will improve from 2.16 to 2.10.
Maintain existing roadway infrastructure.	Repair and reconstruct 8% of total municipally owned street miles (two-lane miles).

Maintain the cost for snow and ice control per capita and per inch of snowfall (all snow event accumulations) at $9.50 per capita and $10,700 per inch.

Maintain the cost for street sweeping per street mile and per capita at $23.50/mile and $4.80/capita.

Objective	**Target**
Maintain existing roadway infrastructure.	Maintain satisfaction level of service on Priorities Survey for "Keeping the streets free of snow and ice" at an average score of 1.74.

Maintain satisfaction level on Priorities Survey for "Maintaining existing streets and sidewalks" at an average score of 2.23.

Maintain satisfaction level of service on Priorities Survey for "Keeping streets clean of dirt and trash" at an average score of 1.82. |
| Provide access to the GIS (Geographic Information System) for all City computer users. | 80% of Internal Customer Satisfaction Survey respondents give ratings of "Good" or "Excellent" on questions regarding GIS. |

Objective	**Target**
Advance the City's Tax Increment Finance District program to facilitate redevelopment of major vacant properties whose condition may be impairing development.	Improve Priorities Survey for 2005 citizen satisfaction rating for "Managing development to maintain community values," from 2.73 to 2.50.

Improve Priorities Survey for 2005 citizen satisfaction rating for "Revitalizing of Downtown St. Charles," from 2.67 to 2.25. |
| Complete the Illinois to Prairie section of the River Corridor Plan. | 100 citizens actively engaged in the design, funding, or construction of the project.

Increase Priorities Survey rating for "Downtown Riverfront appearance," from 2.00 to 1.7. |

City Goal #4: Engage citizens regarding the City's vision, mission, plans, programs and service.

Objective	Target
Concentrate the City's Corridor Improvement Commission's (CIC) efforts to improve the appearance of strategic St. Charles roadways and entrance points.	Improve Priorities Survey for 2005 citizen satisfaction rating for the following question: "How do you rate the aesthetics of Downtown Riverfront within the city limits?" Increase average rating from 2.0 to 1.7.
	Improve Priorities Survey for 2005 citizen satisfaction rating for the following question: "How do you rate the aesthetics of Randall Road within the city limits?" Increase average rating from 2.65 to 2.35.
	Improve Priorities Survey for 2005 citizen satisfaction rating for the following question: "How do you rate the aesthetics of Main Street within the city limits?" Increase average rating from 2.30 to 2.00.
Ensure the availability of a variety of housing types and prices in the community.	Maintain compliance with IHDA affordable housing standards of 10% of rental and owner occupied units.
	Increase Priorities Survey rating of "promoting affordable housing" importance from to 2.45 to 2.35, and satisfaction from 3.15 to 3.0.
Expand the use of technology to promote the City.	Increase e-mail addresses in Employers Database by 5% from 1,415 to 1,485.
	Increase our database and contacts by 100 per year through responses to Realty Showcase Needs and Wants e-mail distribution.
	Utilize Internet yellow pages such as Switchboard.com to identify targeted businesses within a 50-mile radius (bakery, shoe repair store). Then, visit at least four of those businesses per month for the purpose of expansion of their business in St. Charles.

Objective	Target
Expand the use of technology to promote the City.	Initiate contact with ten businesses per month through the Plain Vanilla Shell web site for those seeking to relocate to Illinois.
Improve efficiency of operations through greater utilization of web site and network.	Add a question under "Freedom to Work/Quality of Work Environment" on the Employee Survey that states, "The City provides me with sources to access the information I need to effectively perform my job." The rating should be 4.00 or better.

Increase the percentage of respondents to the Priorities Survey question, "Have you visited the City web site or community web site within the last 6 months?" from 12% for City to 20%, and from 6.4% for community to 10%.

Add a question to the Priorities Survey under the importance and satisfaction section with regard to the Resident Guide, City web site, community web site and newsletter. Eliminate the general question about "Making it easier to get information about City services." The community and City web site questions should show a satisfaction rating of 1.90. |
| Improve satisfaction level of internal and external customers with Finance Department functions. | Internal Customer Survey question rating service from Purchasing Division is at or above 4.0.

Internal Customer Survey question rating service from the Accounting Division is at or above 4.0.

Internal Customer Survey question rating service from the Inventory Control Division is at or above 4.0. |

Objective	Target
Improve the effectiveness of the St. Charles Zoning Ordinance for all users.	Reduce the number of minor "nuisance" map changes and text amendments per year by 75% (from 15 to 4).
	Increase rating of "Managing development to maintain community values" in Priorities Survey from 2.74 to 2.65 within two years.
	Eliminate nonconforming freestanding signs within 3 years (example: 26 of 47 freestanding signs on Main Street between 7th Ave. and Dunham Road are nonconforming).
Increase citizen awareness and participation in the prevention, solution, and resolution of crime through a pro-active relationship.	From the Priorities Survey question "Police services, responding to citizen calls," the average for this category will improve from 1.61 to 1.59.
Increase traffic safety on public roads within the community.	From the Priorities Survey question, "Enforcing traffic and parking laws," the average for this category will improve from 2.16 to 2.10.
Make more effective use of external communications methods (e.g. City newsletter, etc.).	Improve the satisfaction rating on the Priorities Survey question, "Making it easier to get information about city services," from 2.05 to 1.90. (Actual 2.08)
	Rating on the Priorities Survey question, "Overall, how would you rate the value you receive for your city tax dollar?" should be 2.00 or lower.
	Rating on the Priorities Survey question, "How would you describe the city of St. Charles as a place to live?" should be 1.5 or lower.

Objective

Make more effective use of external communications methods (e.g. City newsletter, etc.).

Target

Add a question to the Priorities Survey under the importance and satisfaction section with regard to the Resident Guide, web site and newsletter. Eliminate the general question about "Making it easier to get information about City services." The newsletter question should show a satisfaction rating of 2.00. (Actual 1.72)

Objective

Advance the City's Tax Increment Finance District program to facilitate redevelopment of major vacant properties whose condition may be impairing development.

Concentrate the City's Corridor Improvement Commission's (CIC) efforts to improve the appearance of strategic St. Charles roadways and entrance points.

Target

Improve Priorities Survey for 2005 citizen satisfaction rating for "Managing development to maintain community values," from 2.73 to 2.50.

Improve Priorities Survey for 2005 citizen satisfaction rating for "Revitalizing of Downtown St. Charles," from 2.67 to 2.25.

Improve Priorities Survey for 2005 citizen satisfaction rating for the following question: "How do you rate the aesthetics of Downtown Riverfront within the city limits?" Increase average rating from 2.0 to 1.7.

Improve Priorities Survey for 2005 citizen satisfaction rating for the following question: "How do you rate the aesthetics of Main Street within the city limits?" Increase average rating from 2.30 to 2.00.

Improve Priorities Survey for 2005 citizen satisfaction rating for the following question: "How do you rate the aesthetics of Randall Road within the city limits?" Increase average rating from 2.65 to 2.35.

City Goal #5: Only encourage development and redevelopment that significantly enhances the quality of life of residents of our community.

Objective	Target
Ensure the availability of a variety of housing types and prices in the community.	Maintain compliance with IHDA affordable housing standards of 10% of rental and owner occupied units. Increase Priorities Survey rating of "promoting affordable housing" importance from 2.45 to 2.35, and satisfaction from 3.15 to 3.0.
Improve the effectiveness of the St. Charles Zoning Ordinance for all users.	Eliminate nonconforming freestanding signs within 3 years (example: 26 of 47 freestanding signs on Main Street between 7th Ave. and Dunham Road are nonconforming). Reduce the number of minor "nuisance" map changes and text amendments per year by 75% (from 15 to 4). Increase rating of "Managing development to maintain community values" in Priorities Survey from 2.74 to 2.65 within two years.
Improve the efficiency and effectiveness of development and construction-related review, permitting, and inspection processes.	80% of those who have used the online system say it is a convenient way to get accurate, up-to-date information about their permits and inspections (based on a survey of users). 20% or more of permit applicants have accessed permit or inspection information online at least once within the first year of implementation.

Objective

Adopt the use of real-time personnel and asset tracking systems during emergency situations in conjunction with wireless data communications systems in order to provide comprehensive firefighter and resident safety.

Target

Track asset and personnel to an accuracy level of 3-5 meters on the scene of an emergency when three antenna are used, and less than 1 meter when 5 antenna are used, by using wireless mobile incident command program.

Decrease pre-plan query time from over 30 minutes to under a minute by having access to electronic pre-plan information in the field (replaces paper-based pre-plan binders located in each apparatus).

Reduce data entry time from a 3-month administrative data-entry lag time to 8 hours due to information being captured electronically at the time of the pre-plan.

Collect and analyze data to ensure all employee benefits and programs are meeting and exceeding employee needs and expectations, as well as evaluate the cost/advantages of each benefit and program offered.

Results from Employee Survey questions will show an increase from 5.29 to 5.40.

Construct 1st Street Redevelopment Project.

Improve the satisfaction rating on the following question from the Priorities Survey: "Revitalizing downtown St. Charles" from 2.86 to 2.25.

Improve the satisfaction rating on the following Priorities Survey question: "Providing (convenient) parking in downtown area," from 2.68 to 2.25.

City Goal #6: Provide customer-focused City services that are responsive and efficient for all through continuing organizational development and enhanced technology.

Objective	Target
Construct 1st Street Redevelopment Project.	Improve the rating on Priorities Survey question, "Overall, how would you rate the appearance of the following areas within the city limits -- downtown riverfront," from 2.00 to 1.80.
Construct an expanded Downtown City Hall facility (Fire Station and Century Station) to meet the needs of the community for the next 20 years.	Increase the rating of the question on the Employee Survey for the Fire Department, "I have been provided with the workspace I need to perform at my best," from 4.67 to 5.00.
Create an environment of exceptional maintenance and security in the downtown Special Service Area.	Add a question to the Priorities Survey, "Overall, how would you rate the cleanliness of the downtown area?" The rating should be 2 or lower. Limit the average cost to maintain parking decks at $75 per parking space or lower.
Deliver high performance emergency medical services by the Fire Department in order to save more lives, reduce suffering, and expedite recovery from injury or illness.	Maintain or improve the satisfaction rating of 1.41 on the Priorities Survey question, "Providing emergency medical services." Maintain or improve the Priority Survey rating of 43% Very Satisfied with "Providing emergency medical services." Maintain a rating of 1.4 or better on the Priorities Survey in the area of providing emergency medical services.

Objective	**Target**
Enhance customer service and decrease paperwork by providing online open enrollment to employees.	Utilization rate for online enrollment will average 50% of full-time employees.
Enhance employee access and control of their own payroll information.	Survey employees to determine if the new system meets their needs. 75% of staff should indicate "very satisfied" with the new program.
Expand the use of technology to promote the City.	Increase e-mail addresses in Employers Database by 5% from 1,415 to 1,485.
	Initiate contact with ten businesses per month through the Plain Vanilla Shell web site for those seeking to relocate to Illinois.
	Utilize Internet yellow pages such as Switchboard.com to identify targeted business within a 50-mile radius (bakery, shoe repair store). Then visit at least four of those businesses per month for the purpose of expansion of their business in St. Charles.
	Increase our database and contacts by 100 per year through responses to Realty Showcase Needs and Wants email distribution.
Expanded/renovated Public Works facility to meet the needs of the community for the next 20 years.	Increase the rating of the question on the Employee Survey for the Public Works Department, "I have been provided with the workspace I need to perform at my best," from 4.75 to 5.25.
Full compliance with the financial reporting infrastructure implementation requirements.	Implentation of GASB 34 requirements for total infrastructure inventory by FY 07/08.

Objective	Target
Implement a comprehensive management replacement program in order to ensure reliable and effective apparatus and equipment.	Maintain the fleet at a 95% in-service capacity in order to maintain a rating of 5.21 or better on the Employee Survey question, "The City provides me with the workspace, equipment, and tools necessary to perform at my best."

Maintain Employee Survey rating of 5.9 or better on the question, "Safety hazards are taken seriously and corrected or eliminated quickly in my Department."

Maintain or improve Priority Survey rating of 43% Very Satisfied with "Responding to fires." |
| Improve efficiency of operations through greater utilization of web site and network. | Increase the percentage of respondents to the Priorities Survey question, "Have you visited the City web site or community web site within the last 6 months?" from 12% for City to 20% and from 6.4% for community to 10%.

Add a question to the Priorities Survey under the importance and satisfaction section with regard to the Resident Guide, City web site, community web site and newsletter. Eliminate the general question about "Making it easier to get information about city services." The community and City web site questions should show a satisfaction rating of 1.90.

Add a question under "Freedom to Work/Quality of Work Environment" on the Employee Survey that states, "The City provides me with sources to access the information I need to effectively perform my job." The rating should be 4.00 or better. |

Objective	Target
Improve satisfaction level of internal and external customers with Finance Department functions.	Internal Customer Survey question rating service from the Inventory Control Division is at above 4.0.

Internal Customer Survey question rating service from the Accounting Division is at or above 4.0.

Internal Customer Survey question rating service from Purchasing Division is at or above 4.0. |
| Improve the efficiency and effectiveness of development and construction-related review, permitting, and inspection processes. | 80% of those who have used the online system say it is a convenient way to get accurate, up-to-date information about their permits and inspections (based on a survey of users).

20% or more of permit applicants have accessed permit or inspection information online at least once within the first year of implementation. |
Increase citizen awareness and participation in the prevention, solution, and resolution of crime through a pro-active relationship.	From the Priorities Survey question "Police services, responding to citizen calls," the average for this category will improve from 1.61 to 1.59.
Increase management's access to employee information.	Survey managers to determine if the new system meets their needs. 75% of managers surveyed should indicate "very satisfied" with the new program.
Increase options for Utility Billing customers to access account information.	Priorities Survey results reflect a satisfaction rating of 1.8 or less for Utility Billing services.

Objective	Target
Increase the efficiency and accuracy of capturing costs of City services in order to be accountable to citizens.	Survey managers and clerical staff to determine if new system provides much greater efficiencies than existing system. 75% of staff surveyed should indicate "very satisfied" with new programs. Reduce time to record and enter work order information by 75%.
Maintain infrastructure reliability and provide a competitive value for the customers of the water supply utility.	Maintain the response in the Priorities Survey for an "Excellent" and "Good" value for water service at 69%. Maintain the percentage of water pumped versus water sold at 10% or less (2004 percentage was 9.17%).
Maintain infrastructure reliability and provide a competitive value for the customers of the wastewater utility.	Maintain the peak to average flows at the Main and Westside Wastewater Treatment Plants at 3.35 and 0.26 respectively (benchmark set in 2003). Maintain the response in the Priorities Survey for an "Excellent" and "Good" value for sanitary sewer service at 77%. Improve permit compliance per million gallons of wastewater treated at the Main Wastewater Treatment Plant from 99.9999994% (benchmark set in 2003) to 100%. Maintain permit compliance per million gallons of wastewater treated at the Westside Wastewater Treatment Plant at 100%. Maintain miles and percentage levels of sanitary sewer system inspected per year at 14 miles and 9%.

Objective	Target
Maintain reliable electric service at current level of service.	Improve the substation transformer capacity versus annual peak load benchmark ratio to 2.2 (2004 ratio was 2.54).
	Improve the electric System Average Interruption Duration Index (SAIDI) benchmark to 81.1 (2004, including Excelon, was 69.5) and 33.0 both set in 2003 (2004, excluding Excelon, was 18.2) for our level of service reliability trend.
	Reduce the number of cable failures from the benchmark of 19, set in 1999, to 16 (cable failures in 2004 were 10).
Make more effective use of external communications methods (e.g. City newsletter, etc.).	Add a question to the Priorities Survey under the importance and satisfaction section with regard to the Resident Guide, web site and newsletter. Eliminate the general question about "Making it easier to get information about City services." The newsletter question should show a satisfaction rating of 2.00 (actual 1.72).
	Rating on the Priorities Survey question, "Overall, how would you rate the value you receive for your city tax dollar?" should be 2.00 or lower.
	Rating on the Priorities Survey question, "How would you describe the city of St. Charles as a place to live?" should be 1.5 or lower.
	Improve the satisfaction rating on the Priorities Survey question, "Making it easier to get information about City services," from 2.05 to 1.90 (actual 2.08).

Objective	Target
Minimize disruption of Information Systems services in the event of a disaster.	Complete plan by January 31, 2007.
Prepare for changes of key personnel.	Provide the new administrator with a written procedure describing issues, a manual for the City Administrator's Office, and memo of concerns by September 15, 2005.
Provide access to the GIS (Geographic Information System) for all City computer users.	80% of Internal Customer Survey respondents give ratings of "Good" or "Excellent" on questions regarding GIS.
Provide competitively priced electric service.	Maintain a percentage variation between kilowatt-hours purchased versus sold at 3% or less (the 2004 percentage was 3.05%).
	Maintain the satisfaction rating with the level of electric service as a "Good" and "Excellent" value for your money on the Priorities Survey at more than 80% (rating in 2004 was 81.8%).
Provide new avenues to better understand employee concerns and suggested improvements.	Improve rating on question from Employee Survey, "My department's management is interested in my suggestions for making the City more effective, even if they are contrary to existing policies and opinions," from a rating of 4.35 to 4.75 (actual 4.52 High).
	Improve rating on question from Employee Survey, "In my department, there is good communication between management and employees," from an average rating of 4.31 to 4.75 (actual 4.64 High).

Objective	**Target**
Reduce City's volume of hard copy storage by increased use of technology.	90% of Internal Customer Survey respondents give ratings of "Good" or "Excellent" on questions regarding satisfaction with the Records Management function. Number of boxes archived does not increase after FY 2004/2005.
Replace Fire Station #1 in order to provide efficient and effective response to emergencies and to provide a safe and healthy work environment.	Maintain citizens satisfaction rating for responding to fires at 1.38 or better. Maintain a 4 to 6 minute response time in Station #1's district. Increase the rating of 5.21 to 5.50 or better on Employee Survey question, "The City provides me with the work space, equipment, and tools necessary to perform at my best."
Support Citywide technology initiatives.	80% of Internal Customer Survey respondents give ratings of "Good" or "Excellent" on questions regarding project management.
Support the downtown commercial district (as defined by Special Service Area) by providing adequate parking to meet merchant and customer needs.	Maintain or increase the benchmark ratio of office/retail area to number of parking spaces in the Downtown District. Maintain the average satisfaction level for providing parking in the downtown area on the Priorities Survey at 2.60.
Utilize assessment tools and technology to improve organizational efficiency and effectiveness strategies.	Receive at least a Silver award from the Lincoln Foundation.

Objective	**Target**
Utilize available technology to improve the delivery of police services to the community.	From the Priorities Survey question, "Policing of the community through patrols," the average for this category will improve from 2.23 to 2.20.
Utilize employee expertise to enhance police services.	From the Priorities Survey question, "Investigating and solving crimes," the average for this category will improve from 2.12 to 2.09.
Use International City/County Management Association (ICMA) performance measurement data to improve operations.	Increase 50% of analyzed ICMA performance measures that are below median to above the median.

The following is a tentative layout and explanation of the different elements that should be present as departments develop their annual business plan. The criteria outlined in this document represents the minimum effort required to develop your business plan. Each step of the process is identified, along with a brief description of how it relates to the previous steps.

❑ The departments should commit a significant amount of time to developing their business plan.
❑ Employees from all levels of a department will be involved in the process.
❑ At least 25% of a department's employees must be involved in steps 1-4 (involving as many people as possible is encouraged).
❑ Departments will participate in all the steps outlined in this document.
❑ Objectives should relate to significant new programs, not routine maintenance items.
❑ Performance targets should focus on outcome and efficiency indicators.

"Why are we doing this?"

> **Strategic Planning** *is a decision-making process that involves identifying challenges or opportunities and then developing a plan to meet those challenges in order to achieve desired results for the public.*

This step is meant to inform employees of the business plan and its purpose. This is also a chance to discuss the business plan process (what departments will do, what they hope to accomplish, etc.). By understanding the importance and reasoning behind the business plan, employees should have a better understanding of how all of the following steps relate not only to one another, but also to the direction of the City as a whole.

One key reason behind developing the business plan is that change surrounds us. Doing what you've always done can lead to failure or mediocre performance, despite all good intentions, when your environment has changed. How can you be effective in the face of all these changes? Your challenge is to figure out where you want to go, how you're going to get there, and how you will know if you're making progress.

Introduction

STRATEGY is:

A style of thinking, a

Summary and Requirements

conscious and

deliberate process, an

intensive

Step 1 *implementation*

system, the science of

insuring future

success.

- Pete Johnson,

Author, Teacher and

Journalist

Environmental Scan

*The pace of change and complexity of issues necessitates routine assessments of external forces on an organization. By conducting an **environmental scan**, an organization can identify the trends, potential threats and possible opportunities that contribute to these forces. This process provides the necessary information to begin a SWOT analysis and should be conducted by department directors.*

This step is essential to later steps. As employees understand the need for the business plan in the face of constant change, the need to routinely assess that change becomes clear. The environmental scan should be included as an information source in step 3 and as the base for the SWOT analysis in step 5.

❑ The environmental scan should be conducted by the department directors during the same year as the SWOT analyses, which is conducted every other year.
❑ The scan should focus on three categories:
  ➤ Forces and Trends (political, economic, social, technological)
  ➤ Key stakeholders
  ➤ Competition and Collaboration (forces, organizations, advantages)
❑ Forces and Trends represent changes in the environment that fall into four broad categories - political, economic, social and technological - and should represent threats and/or opportunities. Trends affecting key stakeholders, especially those who control revenue, such as citizens, should be assessed, as well as the actual or potential competitive and collaborative forces. These can include specific organizations, trends affecting competition or collaboration, or the competitive and collaborative advantages available to the organization.
❑ City commissions can also be surveyed and the trends they identify in each of the above three categories presented to the Council and used to start discussion.
❑ A list of threats and opportunities under the above three categories should be generated. The directors should then collectively choose no more than 15 of the most important trends. If desired, each trend can be rated for its potential impact on the City and its likelihood of occuring in order to create a matrix as shown below.

Below are the steps to one possible exercise that can be used to facilitate discussion:

❑ The threats and opportunities developed through this excercise should become part of the informational review in Step 3. This excercise can be expanded by department directors or individual departments through scenario development. The following process is used:

➢ Write the trends identified by the directors onto individual file cards (one per card)

➢ Shuffle the cards together.

➢ Divide into teams of 3-5 people and "deal" each team an equal number of cards. Each group must develop a scenario of how the organization's mission and goals would be affected, assuming that the trends on their cards take place.

➢ The whole group should review each "story" and answer the following questions:

1) What threats or opportunities are highlighted?

2) Which stakeholders are affected by this story and how?

3) What strengths might we draw on to deal with this scenario?

4) For threatening scenarios, what can be done to prevent this? How can positive scenarios be ensured?

5) Can any threats become opportunities?

Information Review

Departments will review information that they feel will aid them in assessing current performance, identifying employee concerns and/or upcoming obstacles, etc. Reviewing information will allow departments to understand where they are in relation to departmental objectives, it will alert them to current issues of concern, and it may uncover issues that have not yet surfaced, but could be potential problems in the near future if not addressed.

Information sources

❑ Survey Results (Employee Input, Priorities, Internal Customer, Business Retention)

❑ Prior Business Plan performance results

❑ Listen and Learn Meetings

❑ Past Performance Targets: Were set target measures met?

❑ Internal Documents

❑ Financial Trends report in the budget plan

❑ Feedback from internal and external customers

❑ Performance comparisons with other communities through the ICMA performance measure program. Can we improve? How?

❑ Results of environmental scan and SWOT analysis.
❑ Any other sources unique to your department or that you feel would provide useful information.

Step 4

Opportunities and

threats are long-term

things the department

can work toward;

maybe 3 to 5 years

down the road.

Discussion of Vision, Mission, and Values

*This discussion of **Vision, Mission and Values** is an opportunity to understand how actions at the departmental level relate to larger organizational goals.*

Building upon Step 2, the department should discuss how current performance is contributing to the vision, mission, and values of the City. The discussion should focus on what the values mean to your department and how your department contributes to the City in carrying out its mission.

Questions that can be asked
❑ How does our departmental mission relate to the City's mission statement?
❑ Does our mission statement need to be updated?
❑ How do we carry out our mission on a daily basis?
❑ How do we translate our values into daily activity?

Exercise
As a group, discuss decisions made by individuals, the department or the City which reflected the core values. Were there instances when the mission or values did not provide guidance for a decision? Use standard facilitation techniques.

Does the City's vision, mission, and core values cover the values/conditions the group has listed? If not, how should those elements be revised to include all important values?

Step 5

Intradepartmental Analysis

*The **Intradepartmental Analysis** will focus on identifying what the department does well, where it could improve, what obstacles lie in the way, etc. In order to gather this information, a SWOT analysis is useful.*

The information that has been generated in the previous steps should provide a base that the department can build upon. The environmental scan identified potential external threats and opportunities. The information review may have indicated areas where the department is performing very well, or areas where the

department could improve. The discussion of vision, mission, and values should help guide the department as it identifies weaknesses and opportunities. These weaknesses and opportunities should contribute not only to departmental goals, but also to larger organizational goals.

SWOT (to be conducted every other year)

❑ SWOT is used to generate and record the strengths, weaknesses, opportunities, and threats concerning a department. The analysis takes into account the internal resources and capabilities (strengths and weakness), as well as factors external to the department (opportunities and threats).

❑ SWOT analysis should take into consideration trends and changing conditions within the world/country/state/community. These trends should be analyzed to identify worthwhile opportunities and emerging problems.

❑ SWOT should be considered in light of the values that were previously identified. (What strengths, weaknesses, opportunities, and threats will help or hinder our achievement of these values?)

Strengths

➤ What do we do well?
➤ What do other people see as our strengths?
➤ What are our advantages?
➤ What do we have going for us?

Weaknesses

➤ What could we improve?
➤ What are the things that we don't do as well as we could?
➤ What should we avoid?
➤ Consider strengths and weaknesses from your own point of view and from the point of view of people you deal with. Don't be modest - be realistic.
➤ With strengths and weaknesses, think short-term; take a day-to-day, week-to-week perspective.

Opportunities

➤ What are the good opportunities facing us?
➤ What are the trends we should be aware of?
➤ What are the areas where we have a real potential to shine?

Threats
- ➢ What obstacles do we face?
- ➢ What is our competition doing?
- ➢ Is changing technology threatening our position?
- ➢ What changes in our environment could harm us?
- ➢ What might we have to overcome to continue doing what we are doing, as well as move forward with the opportunities we identified?

Other questions to consider during this exercise
- ❑ How do we want customers to see us?
- ❑ How will we be able to tell what our customers think of us?
- ❑ How do we want other departments to see us?
- ❑ How will we know what other departments think of us?
- ❑ What is our perception of ourselves? What are our shared purposes? What inspires interest and passion?
- ❑ How do you feel about the power and involvement you have to carry out your work on a daily basis?
- ❑ Do you have sufficient resources available to you?
- ❑ Do you have ample opportunities to share information that will help others (both inside and outside your department)?
- ❑ Do you have a sense of ownership in your job?
- ❑ What can we do better to foster a sense of ownership, involvement, and power?
- ❑ What's the difference between what we're trying to accomplish and where we're at now?

Example of SWOT Analysis Results

Strengths:	Opportunities
Customer Service	Retention of Business
Reputation	Redevelopment of Land
Diversified Economy	Enhanced Service Delivery
Location	Maintain "Small Town" Feel
History	Diversity
Focused Vision	Training/Career Development
Weaknesses	**Threats**
Increased Competition	Increased Service Expectation
Decrease in Developable Land	Increased Competition
Unemployment Rate	Aging Infrastructure
Revenue Stream	Health Care Costs
Lack of Staffing Diversity	Less Productive Workforce

As illustrated by the dashed-lines, weaknesses usually become opportunities for improvement.

Interdepartmental Communication

As opportunities or barriers to cooperation arise, departments should initiate ***Interdepartmental Communication*** *to resolve these issues.*

During the SWOT analysis, departments may have identified areas where cross-departmental processes or relationships could be improved. This step allows departments to explore these relationships and explore options to improving the current situation. Information generated in this step can be used in developing departmental objectives and strategies.

- ❑ Communication may be one-on-one, or a meeting with a larger group may be held, if necessary.
- ❑ Specific issues or the results of the SWOT analysis should be included in the discussion if it relates to the other departments.

Council Retreat

The ***Council Retreat*** *is an opportunity for department directors to bring ideas and issues to the City Council members and receive their feedback. This feedback will aid department directors as they review citywide goals, as well as individual departments as they develop their objectives.*

The Council Retreat allows the department directors to take the information that has been collected thus far and present that which is of significant importance to the City. City Council members will also indicate what areas they believe are important to discuss.

- ❑ The City Council should review the results of the environmental scan in Step 2.
- ❑ The format of the retreat will be determined by the City Council each year.

Department Directors Review Citywide Goals

Citywide Goals *provide a broad guidance of what we hope to accomplish. As departments develop their objectives, they refer to citywide goals in order to ensure they are contributing to them. This step allows directors to discuss the goals and modify them, if necessary, based on the information they have gathered from their employees throughout the previous steps.*

After the intradepartmental analysis, interdepartmental communication, and Council Retreat, the department directors will review citywide goals to ensure

they still are reflective of the City's philosophy. Any changes or additions should be confirmed by the City Council.

> *Department directors should ask:*
> ❑ Are the goals aligned with the City's mission, vision and values?

Goals will be submitted to the City Council for approval.

Step 9

Develop Objectives, Strategies, Performance Targets and Action Steps

Objectives are targets for improved performance. They describe what will be accomplished. They are specific and time-bound statements of a desired accomplishment.

Strategies describe how the objective will be accomplished. They are specific courses of action that will be undertaken to accomplish an objective.

Performance targets are the indicators of the success or impact of a program or approach. They assess the effectiveness of activities aimed at producing desired outcomes.

Action steps ensure the implementation of strategies by detailing the necessary tasks, roles and responsibilities, and deadlines for each strategy.

Now that departments have collected data, analyzed strengths and weaknesses, discussed cross-departmental relationships and received feedback from the City Council, it's time to develop objectives, strategies, performance targets and action steps.

Stop/Start/Continue Exercise
This exercise can be useful throughout the process of developing objectives, strategies, and performance measures.

Stop **Start** **Continue**
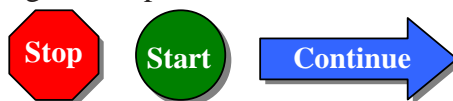
❑ Discussion of what the department should "stop" doing, "start" doing, and "continue" doing in order to carry out their mission and accomplish the objectives they have set.
❑ Stop/Start/Continue provides a format for participants to negotiate behavior change with another group or within a group. The technique can be used between two people, within work groups, or among departments.

Strategies are developed using all the information gathered from the previous five steps.

Objectives

Objectives are an operational element of an outcome and should almost always seek to increase, decrease, or maintain. This will help you to stay focused on improvements. Objectives can be written for the current year, next year, or the following two years. Generally, it is recommended to stay within this time frame and not go beyond four years.

Good objectives will be SMART. That is, they will be . . .
- ❑ *Specific*: Objectives should reflect the specific accomplishment desired; not ways to achieve them. All objectives should be capable of generating specific strategies or actions. An objective should also be detailed enough to be understandable.
- ❑ *Measurable*: See "Performance Targets" on page 92.
- ❑ *Aggressive but attainable*: If objectives are to be standards for achievement, they should challenge, but should not demand the impossible. The best objectives are those that stretch the capacities of people and programs but are, nonetheless, possible.
- ❑ *Result-oriented:* Objectives should specify progress toward the desired outcome; representing an accomplishment, not just an activity.
- ❑ *Time-bound*: Objectives should specify a time frame for accomplishment. Each objective should be attainable within a relatively short time period-from a few months to no more than three years. Objectives that would take longer to achieve are generally more manageable if they are divided into smaller pieces.

Strategies

*Strategies describe **how** the objective will be accomplished versus objectives that describe what will be accomplished. Strategies are specific courses of action that will be undertaken to accomplish an objective.*

Strategies are written to address each objective in your plan. To write a strategy, begin with an action word, include the month and year that the action will be completed, and the entity responsible for seeing that it is accomplished.

Questions to consider during the strategy development
- ❑ What is expected to be the impact of the strategies on the objectives?
- ❑ What are the anticipated costs and benefits of each strategy?
- ❑ Do we have the authorization to take the action outlined in each strategy?

Some Action Words

establish	*survey*
promote	*select*
prepare	*analyze*
develop	*initiate*
convene	*create*
investigate	*move*
appoint	*distribute*
locate	*purchase*
integrate	*expand*
automate	*enhance*

Checklist for development of strategies...have these items been considered?
- ❑ External support for implementation of initiatives
- ❑ Partnerships
- ❑ Staff needs
- ❑ Funding (Actions cost money)
- ❑ Research needed, or processes established to provide needed measures
- ❑ Mandates
- ❑ Operational/Planning aspects

Performance Targets

> *Performance targets are the indicators of the success or impact of a program or approach. They assess the effectiveness of activities aimed at producing desired outcomes. Performance targets developed for the Business Plan should be **Outcome** and **Efficiency** indicators.*

Outcome Indicators:

Report the results being achieved. This includes survey results.

Examples:
- ➢ Percentage of citizens rating services satisfactory.
- ➢ Percentage of patients in full cardiac arrest who have a pulse upon delivery to a hospital.
- ➢ Percentage of crimes cleared.
- ➢ Percentage of streets rated acceptably cleaned.

Efficiency Indicators:

Report a measure of the cost (dollars or employee hours) per unit of output or outcome.

Examples:
- ➢ Operating expenditures per $100,000 of property protected.
- ➢ Cost per case assigned.
- ➢ Cost per crime cleared.
- ➢ Employee hours per crime cleared.

Following are some examples of performance targets:

Outcome Target:

Improve the Priorities Survey rating of resident satisfaction on the question, "Making it easier to get information about City services" from 2.08 to 2.00 by fiscal year _____.

(The Priorities Survey uses a reverse scale, with "1" being the best possible score. The performance target is the reduction in the satisfaction score from residents regarding getting information about the City over the specified time period.)

Make sure the strategy

tells how you will

achieve the objective

it's under. Include

specific courses of

action - don't just

"collaborate" and

"cooperate."

Efficiency Target:
Decrease the overall cost of medical claims by 5% (from $1,850,000 to $1,757,500) by fiscal year _____.

(The performance target is the percent change in the overall cost of medical claims over the specified time period.)

Analysis of Performance Targets

> *Organizations/departments must analyze and understand performance data in order for outcome and efficiency measures to be effectively used.*

The following bullet points can be used to analyze organizational/departmental performance measures. This is meant to be flexible - the order and elements can, and should be, modified based on the specific objective being analyzed.

❏ Chart the Measure: It is useful to chart the measure showing base line and comparative data, if available.

❏ Why the Measure is Important: Explain why this measure was chosen. For outcome measures, why is it important and what impact does it have on the public?

❏ Trend Analysis: Discuss what an analysis of the baseline data reveals. Explain movements in the baseline data.

❏ How do we Compare to Others: Compare the organization's baseline data to national, state, or regional data. ICMA benchmarking will allow for this comparison.

❏ Factors Influencing the Measure: Explain which internal or external factors have, or could have, an influence on the measure.

❏ What Works: Identify what activities, approaches, initiatives are having the greatest impact on the measure. Successful approaches should be supported by empirical data.

❏ Concerns: Explain what, in the current or future environment, may have a negative impact on the measure.

❏ Description of Measure: It is important to document specifically how an outcome or objective is measured and its data source.

Performance Targets: Some Guidelines and Cautionary Tales

1. Use data-driven benchmarks to set targets for objectives when possible. Consider past performance and ask, "Can we do better?" Consider the performance of others when it is fair to make comparisons, or use identified standards when they exist.

2. Monitor progress on performance regularly. Use a periodic review (for example, in a monthly or quarterly staff meeting) to show people how they are doing. Don't wait for the annual review of the strategic plan to determine if remedial action is needed.

3. Study your performance data. Break out data by person (consider age and other demographic characteristics), place (compare geographic regions or urban vs. rural areas), and time (look for variations throughout the year or at other intervals as appropriate).

4. Don't panic if your data shows poor performance. Ask for, and offer, explanations. Factors beyond your control can affect performance. Determine what can be done differently. It's okay to constructively confront substandard performance. If you do not, you sanction it and limit your opportunities to improve.

5. Be careful that performance measures do not create the wrong incentives. For example, if the focus is on the number of cases processed, employees might have the incentive to accept only the easiest cases in order to generate the highest ratings. A balance of measures can help overcome this potential shortcoming.

6. Make an effort to understand what's driving the measures you're tracking. If reports of elder abuse are going up, does that reflect more abuse or the success of a campaign to raise awareness of adult abuse? If the number of citations issued is going up, does that reflect more violations or more vigorous enforcement efforts? If hospitalizations for a particular condition are decreasing, does that reflect an improvement in the condition or a change in policy on the part of the hospital or managed care organization?

7. Do not generate too many performance measures. Generate performance measures freely during brainstorming, but then identify those few that are most important for measuring your department's performance. Too many indicators may lead to confusion or a lack of focus. Too many indicators can also create data collection and analysis overload. There need not be a performance target for each strategy. Performance targets should indicate that the objective is being achieved.

8. Preserve historical performance information. By preserving your historical performance data, it is possible to see trends, demonstrate progress, and help identify situations that need correction. Historical data is most valuable when it is consistently defined over time. Preserve the definitions used; they may help explain apparent changes in indicators.

Action Steps

Action steps *insure the implementation of strategies by detailing the necessary steps, roles and responsibilities, and deadlines for each strategy. These steps create a clear understanding of what needs to be done, when, why and by whom.*

❑ Each strategy should have action steps. Action steps should cover a period of one year or less.

❑ Action steps are the key to the Business Plan. If each action step is completed, then each strategy will be implemented, and, hopefully, each objective will be achieved. If all the objectives are achieved, then the City is more likely to address its goals.

> *Example:* Department A
> Objective 1
>   Strategy A
>   Action step 1a.1
>   Action step 1a.2
>   Action step 1a.3
>
>   Strategy B
>   Action step 1b.1
>   Action step 1b.2
>   Action step 1b.3
>   Action step 1b.4
>
>   Strategy C
>   Action step 1c.1
>   Action step 1c.2

❑ The number of action steps and employees (or contractors) involved will vary depending on the complexity of the strategy. There should be a deadline for each step.

Checklist for objectives, strategies, performance targets and action step development:

Objectives
❑ Represent incremental steps necessary to achieve citywide goals
❑ Are clear to what you intend to accomplish
❑ Begin with a directional verb (increase, decrease, maintain)
❑ Are realistic and attainable (but are also aggressive)

Strategies
❑ Further delineate how a department will achieve an objective
❑ Establish milestones

Performance targets
❑ Contain specific measurements such as percents or numbers
❑ Are Outcome and Efficiency indicators
❑ Are not your activities! (those are "how" or "strategies")
❑ Are the achievements you want to attain

Action steps
❑ Are included in each strategy
❑ Identify tasks, responsible employees and deadlines
❑ Are logical - if all steps are completed, the strategy will be implemented

Step 10 | Business Plan Presentations

Business plan presentations will take place in early December and be conducted in the Council Chambers. City Council members will be invited to attend the presentation. The purpose of the presentation is to inform other departments, as well as the City Council, of the plans you have developed for the upcoming years. It is also an opportunity to communicate to others your performance over the past year (did you achieve set performance levels).

Business plan presentations represent the culmination of all prior steps. The format of the presentation will be left up to the individual department, however, the following components should be included:
❑ Departmental Vision
❑ Departmental Mission
❑ Core Values (if they are separate from the City's overall core values)
❑ Prior year performance measures and results (were set standards met?)
❑ New objectives, strategies, and performance measures (focus should be on new programs or efforts, not maintenance items)

Step 11 | Process Evaluation

After completing the previous steps, department directors should reflect on the process and determine how it can be improved for the next year.

After the Business Plan is completed, those involved in its creation should meet and discuss the process. The following questions should be answered:
- ❑ How can the process be improved?
- ❑ Were any steps unnecessary? Should any steps be improved?
- ❑ What worked particularly well for our department?
- ❑ Did we have the necessary information?

The "Stop, Start, Continue" exercise described in Step 9 can be used to facilitate this discussion. Results should be reported by each director at a designated Department Director meeting so that they can be evaluated and changes can be agreed upon and implemented.

Business Plan Process Overview and Timeline

Summary

Mid-October
1) "Why are we doing this?" - Brief review of the Business Plan and the purpose it serves.
2) Environmental Scan (every other year; same year as SWOT; should be conducted in August)
3) Information Review:
   - ➢ Survey
   - ➢ Business Plan
   - ➢ Listen and Learn Meetings
   - ➢ Performance Measures: Were set performance measures met?
   - ➢ Internal Documents/Information Sources

Early-November
4) Discussion of Vision, Mission, and Core Values.
5) Intradepartmental Analysis (SWOT Analysis every other year)
6) Interdepartmental Communication
7) Council Retreat
8) Department Directors Review Citywide Goals
   - ➢ Do the goals need to be modified?
   - ➢ How are we doing in achieving the goals?
   - ➢ Are there goals that need to be added?

Mid- to Late-November
9) Develop Objectives, Strategies, and Performance Measures ("Start, Stop, Continue" exercise)

Early-December
    10) Business Plan Presentations

January
    11) Process Evaluation

Late February
    12) Departments finalize business plans and enter plans into software
       program.